PROFESSIONAL PRACTICES PORTFOLIO

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

AUDIT PROFESSIONALS

Audit Evidence and Documentation

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7011	2	Mar 19-20	$590	1.2/16

Compliance Auditing

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8095	2	Apr 13-14	$590	1.2/16

Developing and Presenting Audit Findings

Receive an in-depth, hands-on guidance, and practice in developing audit findings. Adequate findings development requires that you compile sufficient, relevant information to satisfy the audit's objectives, promote a proper and correct understanding of the reported matters and convince readers to recognize the validity of the findings and the benefit of implementing any recommendations. Learn the appropriate finding elements to match the kind of audit you are doing. In multiple case exercises, you practice developing audit findings for the following types of audits: compliance, processes and controls, accomplishments and impact.

Objectives:

- Cite the government auditing standards provisions that apply to developing and presenting audit findings
- Explain the central role of effective audit objectives in findings development
- Describe two findings paradigms used in performance auditing and the elements they contain
- Outline a finding and prepare a synopsis summarizing the audit results in response to the audit's objectives
- Develop and present audit findings and related conclusions and recommendations

Target Audience: New auditors, who prepare a performance, contract and grant audit. It will also benefit experienced auditors who have had limited exposure to the subject matter

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A7021	2	May 4-5	$590	1.2/16

Effective Audit Resolution, Follow-Up and Implementation

between the audit organization, the auditee organization follow-up coordinator and action officials. This responsibility is described in a variety of laws and OMB Circulars to provide a basis for accountability of the audited entities in responding to audit recommendations, reaching resolution and implementing the agreed corrective actions to reduce the risk of loss, improve operational performance and financial integrity in all levels of government.
This course will explore the statutes, guidance and standards for audit recommendations, resolution, follow-up progress, monitoring and reporting. It will also define the roles and responsibilities of the audit organization and those designated to perform follow-up and implementation and reporting functions.

Objectives:

- Understand the importance and requirements of audit resolution and follow-up
- Describe the authority, roles and responsibilities of managers and auditors involved with audit resolution, follow-up, monitoring and reporting
- Develop timely, meaningful and actionable recommendations that can be agreeably resolved for appropriate action
- Address disputed recommendations and reach an equitable resolution
- Develop processes for achieving resolution, monitoring and reporting on the status of corrective action
- Verify, measure and score the value of audit results

Target Audience: Auditors, analysts and managers responsible for reporting, resolving, following-up, assessing, tracking and reporting on the progress of resolution and implementation of audit recommendations. Also, members of the organization responsible for representing the organization in the resolution process, including disputes, coordination of corrective actions and annual progress reporting on open, closed and unimplemented audits

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9507	2	Jun 1-2	$590	1.2/16

Ethical Decision Making for Auditors

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

Objectives:

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

Target Audience: Auditors, inspectors, evaluators, and analysts

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9010	1	Apr 7	$430	.6/8

Quick Response Auditing

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8011	2	Mar 2-3	$590	1.2/16

Selecting, Planning and Measuring Audits for Return on Investment

Selecting performance audits to conduct is like building a successful investment portfolio. Developing meaningful objectives helps ensure each audit efficiently and effectively achieves meaningful results. Together, the right audits and objectives provide a return on investment that is highly valued, relevant and meaningful to the stakeholders it serves. This seminar explores techniques and factors in selecting and planning audits based upon measurable factors of risk, materiality, public interest and public benefit as valued by its many stakeholders. This seminar will help you identify stakeholder interest and needs, future opportunities and external threats, apply a cost benefit approach using measures of outcome value to score proposals, and formulate compelling audit objectives that directs what an audit is to accomplish, from field work and findings to meaningful specific future-oriented recommendations of value.

Objectives:

- Apply strategic customer value in assessing desired stakeholder needs
- Perform a SWOT analysis and logic model to consider audit topic objectives
- Use internal and external risk assessment to identify areas of vulnerability and opportunity as criteria for scoring potential audit benefits and results
- Apply a cost/benefit approach to score the potential value of audit proposals
- Describe the central role of objectives in performance auditing
- Write objectives that provide clear direction for planning field work, assigning staff, facilitating report writing and meeting auditing standards
- Track audit progress and measure actual results

Target Audience: All auditors, evaluators, analysts and executives who are responsible for developing, proposing or selecting audit/evaluation topics, and for developing specific audit/evaluation objectives

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9506	1	Jan 6	$430	.6/8

The Emotionally Intelligent Auditor: A Guide to Achieving Power with People

Managing positive and productive relationships during the course of audit work, directing, coaching or working with members of the audit team, dealing with auditees, organizational management and external stakeholders can be emotionally challenging and often confrontational. We often have to deal with difficult people in difficult situations– and they have to deal with us! This executive seminar will examine the emotionally intelligent competencies and communication skills necessary to maintain control, and better connect with people in defusing angst and in building positive, cooperative relationships for constructive problem solving and inspired action. We will explore differences in personality types which cause misunderstandings, how to manage your own hot buttons, and how to manage difficult personality types or potentially contentions situations for positive outcomes.

Objectives:

- Examine and work toward achieving these key characteristics of emotional intelligence for personal effectiveness in auditing and leading change – Self- awareness, Self-control, Attitude and Motivation, Empathy, Social competence
- Maintain control, power and influence by managing challenging personalities and situations
- Build strong working and personal relationships through mutual trust and confidence to overcome the natural resistance to change and maximize the personal leadership for buy-in and action

Target Audience: Managers, leaders, auditors, analysts, evaluators and investigators

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A9508	1	Jun 3	$430	.6/8

Zeroing in on Bribes & Kickbacks

The potential for bribes and kickbacks, whether in the private or public sector, is inherent in virtually every business transaction. Recent research conducted by a major financial institution revealed that an estimated one trillion dollars a year is paid in bribes worldwide. Audit standards require that all audits be planned to provide a reasonable assurance of detecting fraud if it has occurred. Bribes, kickbacks and other kinds of payoffs constitute types of fraud often referred to as corruption.

Get a strong introduction to (a) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks and other types of payoffs; (b) activities that are particularly susceptible to such forms of fraud; (c) the short-and long-term impact; and (d) the methods used to make illegal payments.

Focus on strengthening your ability to recognize the indicators of bribes, kickbacks and other types of payoffs in the procurement area and on your ability to collect evidence that they may have occurred or have occurred. Participate in case studies involving the fraudulent activities of bribes, kickbacks and other types of payoffs.

Objectives:

- Describe the kinds of activities that are susceptible to bribes and kickback
- Determine the impact and effects pf bribes and kickbacks
- Discuss the Government Auditing Standards requirements to explicitly consider the potential for fraud in audit planning
- Describe how bribes and kickbacks occur, including the audit trails they create and how the trails can be followed
- Identify and collect evidence to demonstrate and document bribes and kickbacks
- Use analytic audit techniques to detect bribery and kickbacks

Target Audience: Auditors and investigators with three years of experience and seasoned professionals with limited exposure to the subject matter

Course Code	Days of Training	Dates	Cost	CEUs/CPEs
A8950	2	Feb 27-28	$590	1.2/16

ENERGY MANAGEMENT PROFESSIONALS

Energy Management Institute (EMI)

DCAS Energy Management, in partnership with the City University of New York (CUNY) School of Professional Studies (SPS), CUNY Building Performance Lab (BPL) and the Citywide Training Center (CTC), is pleased to announce our schedule for courses for Spring 2020.

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

Important:

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

Please visit www.nyc.gov/ctc for Spring 2020 EMI Course Catalog to view detailed information on all Energy Management Institute courses.

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

ENERGY MANAGEMENT INSTITUTE

Building Operator Certification-Level I

Course Structure:

BOC-1 is the foundational energy efficiency course for building operators working in City facilities. It is designed to help building operators identify opportunities to make their facilities more energy- efficient so they can contribute to meeting City energy and emissions reductions goals. BOC-1 provides an overview of building systems and equipment, including electrical systems, mechanical systems, lighting technologies, and building controls. It also introduces students to energy data management and analysis and operational improvements that can improve energy efficiency and occupant comfort.

BOC-1 consists of one online webinar, nine in- person sessions taught by subject matter experts over a 19-week period, and 14 self-paced online modules. To successfully complete the course, students must attend all sessions and complete all online modules; take and pass four module-specific exams; and submit four practical project assignments focused on applying concepts learned in class to the facilities where they work. Students who do so can pursue the BOC-1 certification from the Northwest Energy Efficiency Council ("NEEC"). CUNY SPS and NEEC work together to assist City staff in completing their paperwork for the credential and taking the certification exam.

Target Audience:

BOC-1 is open to building operators, facilities management staff, and other energy management staff working in City buildings. The course is especially well-suited to the following:

- Building operators who may have limited formal building systems training, but have substantial on-the-job work experience with building systems
- Energy management staff who already have received some energy efficiency training and are seeking to deepen their understanding of building system and equipment concepts. In general, energy management staff should take the Fundamentals of Building Systems course before enrolling in BOC-1

Prerequisites:

- DCAS "This Is DEM" video
- Microsoft Excel and Math Assessments

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at** EMItraining@sps.cuny.edu**.*****

Note: to confirm that they are ready to participate in BOC-1, potential students must complete two mandatory pre-course assessments: one focused on math skills and one focused on Microsoft Excel skills. Once potential students complete the registration process, CUNY SPS sends them a link to the two assessments. Each assessment takes about 15 minutes to complete. If a potential student does not achieve a satisfactory score on either or both assessments, they must take one or two self-paced online pre-courses before BOC-1 starts.

No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of $1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Fridays (10)
Classroom Sessions:	Feb 7, 21; Mar 6, 20; Apr 3, 17; May 1, 15, 29
Hours:	9:00am-4:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	Jan 31(TBA)

Registration Deadline: December 31st

ENERGY MANAGEMENT INSTITUTE

Certified Building Commissioning Professional Exam Preparation

Course Structure:

The CBCP course prepares individuals to take the Certified Building Commissioning Professional (CBCP) certification exam, which is offered by the Association of Energy Engineers (AEE). CBCP operates as a standard for qualifying energy professionals in the United States and abroad. The CBCP course consists of a total of four (4) days, split between three and a half (3.5) days of in-person instructional sessions taught by subject matter experts and a half (0.5) day for the comprehensive certification exam, administered on the afternoon of the fourth day. The CBCP course is designed to provide participants with an in-depth understanding of building commissioning concepts, processes, and project management.

Target Audience:

Open to City staff with one of the following certifications:

- Preferred: BOC-2 Training Certificate of Completion (TCOC)
- Minimum: BOC-1 Training Certificate of Completion (TCOC)

Students who put forward comparable experience in substitution will be evaluated on a case-by-case basis.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of $1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Monday, Tuesday, Wednesday, Thursday, Friday (5)
Classroom Sessions:	Mar 2-6
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Certified Energy Auditor Exam Preparation

Course Structure:

The CEA course prepares individuals to take the Certified Energy Auditor (CEA) certification exam, which is offered by the Association of Energy Engineers (AEE). CEA operates as a standard for qualifying energy professionals in the United States and abroad. The CEA course consists of a total of four (4) days, split between three (3) days of in-person instructional sessions taught by subject matter experts and one (1) day for the comprehensive certification exam, administered on the fourth day. The CEA course is designed to provide participants with an in-depth, technical review of energy auditing.

Target Audience:

Open to City staff with one of the following certifications:

- Preferred: BOC-2 Training Certificate of Completion (TCOC)
- Minimum: BOC-1 Training Certificate of Completion (TCOC)

Students who put forward comparable experience in substitution will be evaluated on a case-by-case basis.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of $1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Monday, Tuesday, Wednesday, Thursday (4)
Classroom Sessions:	May 4-7
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Certified Energy Manager Program

Course Structure:

This course enables students to obtain the Certified Energy Manager (CEM) credential by preparing and registering them for the CEM certification exam, offered by the Association of Energy Engineers (AEE). CEM operates as a standard for qualifying energy professionals in the United States and abroad. It is recognized by the U.S. Department of Energy, the Office of Federal Energy Management Programs, and numerous state energy offices, utilities, corporations, and energy service companies.

The course consists of four in-person instructional sessions taught by subject matter experts and a full- day comprehensive certification exam. The five-day course is offered over a one-week period. To successfully complete the course, students must meet the stated eligibility criteria; attend all instructional sessions; submit an exam application form before sitting for the exam; (provided during the prep period); and pass the four-hour, written, open- book CEM exam.

Learning Objectives:

BCEM is designed for students who have previous intensive energy management training or experience. For FY20, DEM will give preference to students who have successfully completed both BOC-1 and BOC-2, but accommodate other qualified students as space permits. Students seeking to substitute other advanced training or experience for BOC-1 or BOC-2 should reach out to CUNY SPS to request enrollment permission. All students must meet AEE's combined education- experience eligibility requirements summarized on the next page (i.e., they can qualify under any one of the six qualification pathways).

Education and Experience Requirements for Certification:

- DCAS "This Is DEM" video
- Microsoft Excel and Math Assessments

4-yr. degree in Engineering or Architecture, AND	3+ yrs. experience in energy engineering or energy management
4-yr. degree in Environmental Science or Physics, AND	4+ yrs. experience in energy engineering or energy management
4-yr. degree in Business (or related field), AND	5+ yrs. experience in energy engineering or energy management
2-yr. degree in Energy Management, AND	6+ yrs. experience in energy engineering or energy management
2-yr. degree in a technical topic, AND	8+ yrs. experience in energy engineering or energy management
No specific educational background, AND	10+ yrs. experience in energy engineering or energy management

Prerequisites:

- TBD

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at** EMItraining@sps.cuny.edu**.*****

No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a “No Show” fee of $1,875 will be assessed to their agency’s training department in accordance with CTC’s cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Monday, Tuesday, Wednesday, Thursday, Friday (5)
Classroom Sessions:	Jun 8-12
Hours:	9:00am-5:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Energy Efficient Controls Systems

Course Structure:

Energy-Efficient Controls Systems consists of five (5) in-person instructional sessions and one (1) hands-on multi-meter lab taught by subject matter experts over an eleven (11) week period. The course provides training on building controls components that affect energy consumption. The 6-day course follows a blended learning format, with instructor-led sessions, hands-on practice in a multi-meter lab, and other learning modalities (i.e. videos and activity-based learning).

Target Audience:

Trades personnel and supervisors working in City facilities

Prerequisites:

- DCAS "This Is DEM" video
- Microsoft Excel and Math Assessments

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

If a City employee registers for this course and drops out before satisfactory completion and/or does not meet the course completion criteria, a "No Show" fee of $1,875 will be assessed to their agency's training department in accordance with CTC's cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Fridays (6)
Classroom Sessions:	May 8,15, 29; Jun 5, 12, 19
Hours:	9:00am-4:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Foundations for Energy Efficient Building Systems

Course Structure:

Foundations introduces skilled tradespeople working within City buildings to the trades' role in improving energy efficiency. It helps tradespeople identify and act on energy-saving opportunities for critical systems, including performing cost comparisons between system maintenance and correction.

Foundations consists of two in-person instructional sessions taught by subject matter experts over a two-day period. The course includes a field trip to a City
-owned building to provide hands-on learning opportunities related to different building systems. To successfully complete the course, students must attend and take part in in-person sessions and take pre- and post- learning assessments given during the first and final classes.

Note: Foundations is a new course that DEM first piloted in FY 2019 as part of a larger effort to refresh EMI's trades-focused training offerings. Previously, the trades-focused training offerings consisted of five courses targeted to individuals in the following professions: (1) Electricians, (2) Thermostat Repairers, (3) Pipe/Steamfitters, (4) Plumbers, and (5) Oilers/Mechanics. The team is planning to replace these courses with one foundation-level course (Building Foundations) for members of all five trades and three advanced courses focused on specific building systems (Controls, Electrical, and Mechanical).

Target Audience:

Foundations is designed for tradespeople and supervisors interested in improving energy efficiency in their buildings. The course may be relevant to tradespeople in the following professions: (1) Electricians, (2) Thermostat Repairers, (3) Pipe/Steamfitters, (4) Plumbers, and (5) Oilers/ Mechanics.

Prerequisites:

- BOC Level 1
- DCAS "DEM" Video and others

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Tuesday (1), Thursday (1)
Classroom Sessions:	Apr 28, 30
Hours:	9:00am-4:00pm
Location:	Citywide Training Center - 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Fundamentals of Building Systems

Course Structure:

Fundamentals is designed to provide foundational energy management knowledge for City staff. It provides an overview of critical building systems and equipment, including their relationship to energy consumption; explains electrical and mechanical engineering concepts pertinent to building operations; and introduces best practices for energy efficiency in City buildings. The course prepares students without a technical background to succeed in BOC-1.

Fundamentals consists of a half-day in-person introductory session, followed by ten self-paced online modules, and then a half-day in-person wrap- up session. The wrap-up session helps close out the online modules to ensure understanding. The online modules cover: (1) the building envelope; (2) the science of building systems; (3) HVAC, plumbing, and electrical building systems; (4) building controls; (5) occupant controls; (6) maintenance; (7) risks; (8) codes, zones, and regulatory requirements; (9) environmental factors; and (10) a wrap-up module. To successfully complete the course, students must attend the in-person sessions; finish all online modules; and take pre- and post- learning assessments given during the first and final classes

Target Audience:

Fundamentals is designed for City energy management staff who are not building operators and do not have a technical background. Students enrolled in this course should not have primary job responsibility for managing building operations at their facility and/or extensive working knowledge of building systems and equipment. In most cases, Fundamentals is a pre-requisite for non-building operators who seek to complete BOC-1.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Tuesdays (2)
Classroom Sessions:	May 5, 19
Hours:	9:00am-1:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Introduction to Load Management

Course Structure:

This course provides City staff with an overview of Load Management concepts and techniques aimed at finding ways in which to optimize your building's operation by reducing energy consumption. Led by an expert in energy engineering, the course is designed to equip staff with the essential information that they need to help their agencies participate in the City's Load Management Program and realize the benefits involved in doing so, including contributing to the City's target of 80% reduction in greenhouse gas emissions by 2050.

During the course, students will discover the policy context for load management, go through relevant load management concepts, discuss key examples, and learn to interpret load profiles, all in an effort to draw connections between your buildings' energy usage, and operations to identify savings opportunities. The course consists of a 6-hour interactive workshop held on a single day. The first part of the workshop involves lecture and discussion, while the second part is comprised of hands-on EnerTrac training, the City's tool for analyzing real-time metering data, with a focus on load profile analysis in a computer lab. To successfully complete the course, students must only attend the course; there are no out-of-class assignments.

Target Audience:

Introduction to Load Management is open to all interested energy management staff, building operators, and facilities management staff at City buildings. The course does not require a technical background. Please note that DEM may give preference to staff at agencies targeted for near- term Load Management Program participation.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

If a City employee registers for the course but drops out before satisfactory completion, a fee of $400 will be assessed to their agency's training department for "No Show" in accordance with the CTC cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Tuesday (1)
Classroom Sessions:	Feb 25; Mar 17
Hours:	9:00am-4:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Load Management Training & Coaching

Course Structure:

Load Management Training and Coaching ("LMTC") is designed to provide building operators with hands-on support in implementing Load Management measures at your buildings to optimize energy usage. LMTC teaches operators how to utilize their real-time metering data, trending data from your Building Automation Systems ("BAS") and/or data loggers to apply Building Re-tuning ("BRT") practices to your building to save energy. While LMTC is a new offering for FY20, on average, students who have participated in similar trainings have achieved total energy consumption savings of 10% at their buildings.

LMTC will be spread amongst nine in-person sessions. The first three sessions consist of lecture and discussion, where the instructor brings together LM and BRT concepts. The following six sessions consist of hands-on coaching, during which the CUNY BPL coaches and the DEM LM team will work closely with students to identify and implement operational improvements at their specific buildings. To successfully complete the course, students must attend all in-person sessions and complete designated out-of-class assignments. Support for the completion of the assignments will be provided by BPL and DEM LM engineers, including personalized site visits.

Target Audience:

LMTC is open to interested energy management staff, building operators, and facilities management staff at City buildings where the following is encouraged but not required:

- Have successfully completed BOC-1.
- Are assigned to and/or are responsible for at least one agency building where major equipment can be controlled.
- Can access trend logging functions in a BAS/ BMS throughout the duration of the course.

Please note that DEM may give preference to staff at agencies targeted for near-term Load Management Program participation. In general, if Agency Energy Personnel seeks to enroll in this training offering, they should confirm that at least one building operator from their agency also will attend.

Prerequisites:

- BOC-Level 1 and your building must have a BAS/BMS system

*****To enroll, potential students should email the Course Registration Form to Elizabeth Taveras at** ETaveras@dcas.nyc.gov**. The DEM LM Team will work to confirm both that potential students meet the pre-requisites for the training offering and that their buildings are good near-term candidates for LM participation. Following this process, the DEM LM Team and CUNY SPS will place students in the most suitable cohort, such that they can participate alongside other staff from their own or similar agencies. *****

No Show Fee:

If a City employee registers for the course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency's training department for "No Show" in accordance with the CTC cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Thursdays (9)
Classroom Sessions:	Jan 9, 16, 23, 30; Feb 13, 27; Mar 12, 26; Apr 9
Hours:	1:00pm-5:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**December 31st**

Course Overview:

Term:	Spring 2020
Days:	Wednesdays (9)
Classroom Sessions:	Feb 19, 26; Mar 4, 11, 25; Apr 8, 22; May 6, 20
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**December 31st**

Course Overview:

Term:	Spring 2020
Days:	Thursdays (9)
Classroom Sessions:	Mar 26, Apr 2, 9, 16, 30; May 14, 28; Jun 11, 25
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**December 31st**

ENERGY MANAGEMENT INSTITUTE

Measurement & Verification

Course Structure:

The Measurement and Verification course is designed to teach City staff with limited background in M&V processes and procedures how to verify that energy projects are realizing their intended energy savings. The course is based on the International Performance Measurement & Verification Protocol (IPMVP) established by the U.S. Department of Energy. The course covers basic M&V terminology and concepts; the M&V planning and implementation process; and the most common types of variables measured in M&V projects.

Target Audience:

Open to building operators, facilities management staff, and other relevant energy management staff in City buildings.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

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

Course Overview:

Term:	Spring 2020
Days:	Tuesdays (3)
Classroom Sessions:	Mar 17, 24, 31
Hours:	9:00am-1:00pm
Location:	Citywide Training Center, 1 Centre Street, 24th Floor, South
Online Webinar:	N/A
Registration Deadline:	**January 30th**

ENERGY MANAGEMENT INSTITUTE

Renewable Energy 101

Course Structure:

The Renewable Energy course is designed to help provide City staff with an introduction to renewable energy technologies in the context of the City's clean energy goals. The course covers solar photovoltaic systems, solar thermal for hot water systems, and the selection, installation, commissioning, maintenance, and monitoring of renewable energy systems. The course consists of four (4) in-person instructional sessions taught by subject matter experts, including one day of learning through a hands-on lab and site visit to view a local solar installation.

Target Audience:

Open to building operators, facilities management staff, and other relevant energy management staff in City buildings who support the installation, maintenance, and monitoring of solar PV and other renewable energy systems.

Prerequisites:

- N/A

*****To enroll, potential students should email the Course Registration Form to the CUNY SPS team at EMItraining@sps.cuny.edu.*****

No Show Fee:

If a City employee registers for the course but drops out before satisfactory completion, a fee of $1,875 will be assessed to their agency's training department for "No Show" in accordance with the CTC cancellation policy.

Course Overview:

Term:	Spring 2020
Days:	Tuesday, Wednesday, Thursday, and Friday (4)
Classroom Sessions:	May 12-15
Hours:	9:00am-4:00pm
Location:	CUNY SPS – 119 West 31 Street, Room (TBA)
Online Webinar:	N/A
Registration Deadline:	**January 30th**

HUMAN RESOURCES PROFESSIONALS

Human Resources Management Certificate Course

IN PARTNERSHIP WITH SHRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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

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

Available Fall 2020

Please call **212.386.0004** for more information.

PROCUREMENT PROFESSIONALS

As one of the nation's largest public contracting entities, New York City is dependent on a procurement workforce with high-level skills and knowledge in all areas of the procurement field. Procurement classes are intended to increase the professionalization of procurement staff at all employment levels, to provide staff development opportunities that will lead to improved efficiency and productivity in City procurement, to encourage innovation in procurement, and to foster excellence in all aspects of the procurement function.

Conflicts of Interest Seminar for Procurement Professionals

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

Objectives:

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

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

Course Code	Days of Training	Dates	Cost	CEUs
P4002	2 ½ hrs	Mar 18 (9:30am-12:00pm)	N/C	.25

MAYOR’S OFFICE OF CONTRACT SERVICES (MOCS)

Mayor's Office of Contract Services

Agency Introduction to PASSPort

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determination for contract awards, and complete performance evaluations. During this session, you will hear an overview of PASSPort and have hands-on training on navigation, vendor search, and how to review a vendor record.

Objectives:

- Understand PASSPort Basics
- General System Navigation
- Search for and review vendor data

Target Audience: Agency PASSPort users and any agency staff who is interested in learning PASSPort basics

For dates, times, registration and other information for PASSPort trainings, please go to the website http://Cityshare.nycnet/passport

Collaborative Communication & Program Design

The Nonprofit Resiliency Committee, in coordination with the Mayor's Office for Economic Opportunity, produced written recommendations on how the City and nonprofit human services providers can collaborate to design programs that achieve maximum impact. This course will lead participants through strategies to incorporate the principles highlighted in the Guide to Collaborative Communication with Human Services Provides, which was written by provides and City agencies to provide a framework for conversations with provides throughout the development of an RFP.

Objectives:

- Describe the roles of the key stakeholders involved in public procurement oversight
- Understand the Citywide Public Procurement landscape
- Distinguish between competitive and non-competitive methods and when and why they are used
- Understand basic steps in the procurement life cycle
- How to leverage existing contracts to encourage efficient and cost-effective procurement
- Basic contract management activities
- Where to go for resources to support your daily work

Target Audience: ACCOs, DACCOs, procurement team members, and other agency members involved in RFP development and program design

Course Code	Days of Training	Dates	Cost	CEUs
P6188M	3 hrs	Apr 23 (2:00pm-5:00pm)	N/C	.3

Ethics: A Crash Course for The Public Procurement Professional

Public procurement professionals are tasked with handling sensitive information and as such are held to high standards for upholding ethical values and behaviors. They must understand and follow state and local compliance laws and regulations, and exercise sound judgment and decisions under pressure. In this course, participants will learn about state and local laws governing procurement, as well as how to apply core ethical concepts arising in the procurement context of accountability for compliance, confidentiality and openness in government. The course uses an interactive approach and creative problem-solving techniques to teach you how to identify and address ethical issues that might arise in NYC procurement.

Objectives:

- Understand the role and responsibility of upholding ethical behavior in public procurement
- Explain the history and context of the procurement compliance and regulatory environment in NYC
- Understand the duty to report corrupt and unethical behaviors to appropriate bodies
- Explain state and local procurement and finance laws, NYC Procurement Policy Board role and rules, and Administrative codes
- Uphold key concepts of ethics and compliance in procurement in matters of confidentiality, transparency, and disclosure

Target Audience: All Mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6190M	3 hrs	Apr 30 (1:00pm-4:00pm)	N/C	.3

Local Law 34 Compliance/DBA (Doing Business Accountability) Project

***This class is held at the Mayor's Office of Contract Services, 253 Broadway, 14th floor**

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

Objectives:

- History and requirement of Local Law 34
- What qualified as business with the City
- Which City agencies are included
- Why certain personal information is required
- Standards for agency review of Doing Business Data Forms for Completeness

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

Course Code	Days of Training	Dates	Cost	CEUs
P6189M	1 hr	Feb 26 (11:00am-12:00pm) or Jan 14; Mar 3 (1:00pm-2:00pm)	N/C	.1

Local Law 63 of 2011

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

Objectives:

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

Target Audience: All Mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6193M	3 hrs	Mar 26 (1:00pm-4:00pm)	N/C	.3

PASSPort Agency Performance Evaluations

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determinations for contract awards, and complete performance evaluations (Pes). This hands-on session will focus on the Performance Evaluation process including: a performance evaluation overview, process flow walkthrough, and system exercises including sending a PE to evaluators and completion a PE scorecard.

Objectives:

- Assign a Performance Evaluation task
- Understand the role of the Performance Evaluation Manager
- Complete a Performance Evaluation Score Card

Target Audience: Agency PASSPort users who manage or contribute to Performance Evaluations

For dates, times, registration and other information for PASSPort trainings, please go to the website http://Cityshare.nycnet/passport

PASSPort Agency Responsibility Determinations

PASSPort (Procurement and Sourcing Solutions Portal) is a user-friendly, online procurement portal, where vendors and agencies exchange information to create and manage vendor accounts, make determinations for contract awards, and complete performance evaluations (Pes). This hands-on session will focus on the Responsibility Determination (RD) process including: an overview, process flow walkthrough, and system exercises including duplicating and RD, RD initiation, and RD completion.

Objectives:

- Understand the PASSPort RD Workflow
- Start the RD process and forward Vendor Name Check (VNC) requests to the Department of Investigation (DOI) and Business Tax Check requests to the Department of Finance (DOF)
- Manage Responsibilities Determinations in PASSPort
- Utilize best practices when completing and RD in PASSPort
- Review RD information and confirm a vendor's responsibility

Target Audience: Agency PASSPort users who manage or contribute to Responsibility Determinations

For dates, times, registration and other information for PASSPort trainings, please go to the website http://Cityshare.nycnet/passport

Prevailing Wage Law for Procurement Professionals and Contract Managers

This course will focus on the role of procurement professionals as part of the City's team effort to enforce prevailing wage requirements on construction and building service contracts. The course will include an overview of prevailing wage laws in New York State; an overview of Executive Order 102 due diligence reviews; a review of documentation including sign-in sheets and certified payrolls reports, as well as a summary of 'telltale signs' of potential prevailing wage abuses.

Objectives:

- Understand the prevailing wage requirements under Article 8 and Article 9 of the New York State Labor Law
- Determine when prevailing wage applies to a particular contract
- Understand the prevailing wage schedules published by the NYC Office of the Comptroller
- Understand the various obligations and documentation/forms required on prevailing wage contracts
- Identify trouble signs that may indicate non-compliance with prevailing wage
- Understand the requirements under Executive Order 102 of 2007

Target Audience: Procurement professionals, contract administrators, project managers, and resident engineers whose focus is primarily in the construction industry

Course Code	Days of Training	Dates	Cost	CEUs
P6183M	2 ½ hrs	May 12 (1:00pm-3:30pm)	N/C	.25

Processing City Council Expense Allocations-Delving into Discretionary

The City of New York registers between one and three hundred million dollars' worth of contracts funded through the discretionary process each year for everything from job training to after-school programs to legal services. This training will cover the fundamentals of how the City vets and processes these contracts. The training will cover the City Council Discretionary Award application and vetting process, the award clearance and contracting process, and HHS Accelerator Vault and Financials within the discretionary awards framework. We will also address new policies and procedures in place for FY19.

Objectives:

- Understand City Council's vetting and clearance process
- Understand MOCS' review process
- Learn about the new policies and procedures in place for FY20
- Process a City Council Discretionary Award application
- Use HHS Accelerator to process discretionary awards

Target Audience: Agency staff members who serve as discretionary contract managers

Course Code	Days of Training	Dates	Cost	CEUs
P6171M	3 hrs	Jun 24 (2:00pm-5:00pm)	N/C	.3

Procurement Policy, Laws and Directives

NYC procurement professionals serve as leaders at their agency in ensuring and encouraging compliance with local laws and standards focused on promoting and protecting human and environmental health. Through established purchasing standards of preferable goods and products, this course covers the application of Environmentally Preferable Purchasing (EPP) laws and standards on certain city procurements. This course also provides an overview of State and local laws that encourage the purchasing of locally sourced and healthy food, on the New York City's Earned Sick Time Act also known as the Paid Sick Leave Law and how it applies to the City's solicitations and contracts, and the living and prevailing wage standards for contractors and how they are to be held accountable.

Objectives:

- Environmentally Preferable Purchasing (EPP) Laws
- Local Law 50 of 2011, relating to the purchase of New York State food, and the New York City Agency Food Standards
- The living and Prevailing Wage Law
- New York City Earned Sick Time Act, The New York State Preferred Source Law and reporting on preferred source contract awards under Local Law 125 of 2013
- Local Law 18 of 2012, relating to disclosure of project cost increases

Target Audience: All Mayoral agency staff with procurement related responsibilities in New York City

Course Code	Days of Training	Dates	Cost	CEUs
P6195M	3 hrs	Feb 27 (1:00pm-4:00pm)	N/C	.3

Subcontractor Tracking

This course will provide participants with an overview of the requirements surrounding subcontractor data collection and reporting. The course will include a demonstration of the Payee Information Portal (PIP) subcontractor data collection system and the subcontractor screens in FMS and will provide vendor use case scenarios to support a solid understanding of how to navigate through the PIP system. The course will also cover the regulatory requirements around subcontracting in the PPB Rules and Local Law 1 of 2013 (M/WBE). Participants should be prepared to discuss practices within their agencies and share best practices with colleagues.

Objectives:

- Navigate and search for contracts in PIP
- Determine what contracts are reportable and associated penalties
- Help vendors navigate and manage accounts in the Payee Information Portal
- Use PIP to help with subcontracting duties

Target Audience: Agency procurement staff and contracting officers

Course Code	Days of Training	Dates	Cost	CEUs
P6186M	2 hrs	Jan 30; Feb 27; Mar 26; Apr 30; May 28 (2:30pm-4:30pm)	N/C	.2

NATIONAL INSTITUTE OF GOVERNMENT PURCHASING (NIGP)

Category Management Strategies for the Public Sector

Procurement organizations can be structured in different ways, and each structure has a unique set of advantages and disadvantages. Identifying the strategies that can impact expenditure plans and expertise applications is vital to the success of that structure. This course provides learners with the most effective methods of categorizing items for conducting purchases within their organization's structure.

Course Outline:

- Procurement organizational structure options
- Pros/cons of each organizational structure type
- Commodity structure procurement organizations requirements
- Development of procurement expenditure plans
- Expenditure aggregation strategies
- Supply base reduction strategies
- Key category management performance metrics
- Leveraging spends beyond your public entity
- Case study and report out
- Call to action

Objectives:

- Develop expenditure plans in support of organizational goals
- Employ strategies to "right size" the supplier base to meet local supplier requirements
- Utilize techniques for analyzing and leveraging organizational expenditures

Target Audience: All Public Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3017	1	Feb 10	$490	.6

Effective Decision Making

Effective procurement relies on effective decision making. Major organizations, both public and private, study and implement decision making protocols and techniques that are designed to improve the quality of their decisions. Participants examine various aspects of the decision-making process with the objective of providing procurement professionals with the elements to improve the quality and effectiveness of every decision.

Course Outline:

- Examination of decision theory
- Types of purchasing decisions
- The decision-making environment
- Decision levels
- Roadblocks to effective decision making
- Five step decision making process
- Decision screening
- Elements of good decisions
- Identifying, categorizing and dealing with decision risk
- Other decision-making factors
- Recognizing and dealing with decision making styles
- Decision making fallacies
- Group decision making
- Tools for effective decision making

Target Audience: All Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3018	**1**	**Mar 16**	**$490**	**.6**

Managing Your End Users and Suppliers: It's All About Relationships

All public agencies face the challenge of stretching limited resources to accommodate an ever-expanding workload. Often, we forget the value of investing our time and resources to reach out to our stakeholders. Public Procurement can benefit greatly from relationship management with our end users and suppliers. This seminar will demonstrate the benefits of reaching out to these groups and how it can improve Procurement's effectiveness.

Course Outline:

- Outreach
- The value of outreach efforts
- Utilizing paper tools
- Getting out among your users
- Utilizing Technology
- Electronic tools
- Making web sites user-friendly
- Balancing technology: when is it too much?
- Reaching Out to Supplier Community
- Vendor fairs and merchant expos
- Chambers of commerce
- Developing a guide for suppliers
- Diversity
- Valuing diversity
- Diversity in the procurement process
- Measuring effectiveness

Objectives:

- Identify best practices in internal and external client outreach
- Identify tools that can be used for internal and external client outreach
- Explain the value of reaching out to and using certified status (MWESBs, disabled, etc.)

Target Audience: All levels of Purchasing Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3019	1	Apr 13	$490	.6

Procurement Challenges: A Solution Seminar

Today's procurement professional faces challenges every day. This course will utilize case studies of issues regularly confronted by an agency. Participants will work in groups to debate and discuss the fundamental principles of each case and develop solutions. Topics for discussion may include ethics, the law, fiscal and budgetary dilemmas, strategic sourcing, and supplier contract engagement.

Objectives:

- Evaluate and develop solutions within a group setting
- Apply principles of collaboration and common procurement knowledge
- Debate, discuss, and evaluate possible procurement solution

Target Audience: This hands on, interactive learning event is for all procurement professionals with a special interest for those working in collaborative and group problem solving environments

Course Code	Days of Training	Dates	Cost	CEUs
P3020	**1**	**Jan 14; May 18**	**$490**	**.6**

Promoting the Procurement Function

A strong procurement agency provides support to its clients and achieves savings for the entity. Internal customers who look to the procurement function as a partner achieve greater success. This course will provide techniques to successfully promote procurement efforts among stakeholders and gain support from both upper management and elected officials.

Course Outline:

- Current and future state of procurement
- Why promote the procurement function?
- Promotion theory and promotion relationship theory
- The application of promotion theory to procurement
- Creating a plan for promoting procurement

Objectives:

- Identify what procurement should be promoting and to whom
- Develop Procurement's "Value" message
- Create a Marketing/Promotional Communications Plan
- Understand the advantages and disadvantages of using social media
- Monitor and evaluate and success metrics

Target Audience: All Public Procurement Professionals

Course Code	Days of Training	Dates	Cost	CEUs
P3021	1	Jan 27; Jun 1	$490	.6