

Professional Development

Course Catalog



Phoenix TS

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BUSINESS MANAGEMENT SKILLS

ITIL®

ITIL® 4 Foundation

This 3-day, instructor-led course is aimed at all IT professionals, and it will teach you the knowledge and skills needed to manage the many functions of an IT system to deliver the best business practices. This course will prepare you for the ITIL® 4 Foundation exam. On completion of this course, students should have an understanding of

- What ITIL® is; how it fits into the service management framework; how it has evolved over the years; and about the ITIL® service value system
- The key concepts of ITIL® service management and how ITIL® guiding principles can help an organization to adopt and adapt ITIL® service management
- The four dimensions of ITIL® service management
- The purpose and components of the ITIL® service value system, the ITIL® guiding principles, and governance
- The activities of the service value chain, how they interconnect, and the key concepts of continual improvement
- The various ITIL® practices and how they connect to value chain activities

There are no prerequisites for this course. However, it is recommended that you have some basic knowledge and experience in the IT field before enrollment.

ITIL Strategist: Direct, Plan and Improve

This 3-day instructor-led course covers 'IT' areas of work. However, often, these areas have not been built, run and integrated as seamlessly as needed to fully deliver optimum value to the organization. Participants will learn to align team objectives with organizational strategy and embed continuous improvement into the organization's practices. By the end of this course, students will be able to:

- Drive and manage effective organizational change
- Encourage a culture of continual improvement
- Facilitate decision-making
- Support change management
- Minimize disruption
- Innovate while remaining compliant

Prerequisites: Participants must have an ITIL 4 Foundation certification.

ITIL Leader: Digital and IT Strategy

This 3-day instructor-led training and certification boot camp provides guidance on how to craft a digital vision and shape IT and business strategies. The training is designed for leaders across an organization, including directors, department heads, and aspiring C-Suite professionals. This ITIL training adds a new perspective to the ITIL 4 guidance and elevates the discussion around ITIL concepts to an organizational strategy level. By the end of this course, students will be able to:

- Develop a cross-organizational digital strategy
- Craft a digital vision
- Drive operational excellence
- Respond to digital disruption
- Enable a sustainable business
- Strategically manage risk
- Develop digital leaders for the future

Prerequisites: Participants must have an ITIL 4 Foundation certification.

ITIL Specialist: High-Velocity IT

This 3-day instructor-led certification course explores digital organizations and digital operating models in high-velocity environments. Topics include Agile and Lean, Cloud, Automation, and Automatic Testing, as well as rapid delivery of products & services to obtain maximum value. By the end of this course, students will be able to:

- Converge business and IT goals
- Recognize and manage complex adaptive systems
- Bridge the development and operations gap
- Improve performance with Lean, Agile, and DevOps
- Increase the speed and quality of services
- Invest in digital tools and techniques to create value

Prerequisites: Participants must have an ITIL 4 Foundation certification.

ITIL Specialist: Create, Deliver, Support

This 3-day instructor-led course explains the design of digital products and services. The course also reviews development, deployment, and monitoring activities. By the end of this course, students will be able to:

- Improve existing processes
- Effectively manage IT teams
- Optimize value streams and workflows
- Align digital services with business strategy
- Improve how services are developed
- Integrate new technologies to embed Lean, Agile, and DevOps ways of working

Prerequisites: Participants must have an ITIL 4 Foundation certification.

ITIL Specialist: Drive Stakeholder Value

This 3-day instructor-led course covers key topics such as SLA design, multi-supplier management, communication, relationship management CX and UX design, and customer journey mapping. Participants will learn to increase stakeholder satisfaction. By the end of this course, participants will be able to:

- Effectively manage key stakeholders
- Build trusted relationships
- Shape customer demand
- Embed effective design thinking
- Optimize user experience and customer experience

Prerequisites: Participants must have an ITIL 4 Foundation certification.

LEADERSHIP AND MANAGEMENT

Accountable Leadership

Accountable Leadership is a one-day instructor-led class that equips leaders with the tools to foster accountability in their teams and organizations. It addresses the role of a leader in setting accountability standards and models effective practices for holding oneself and others accountable. The course aims to help leaders create an environment where accountability is a shared value and a fundamental aspect of organizational culture.

- Explore the role of leadership in establishing and maintaining accountability standards within teams and organizations.
- Master effective communication strategies to reinforce accountability practices among team members.
- Implement leadership practices that foster a shared culture of accountability, enhancing organizational performance.

Constructive Conflict Resolution

This 2-day, instructor-led course is geared towards managers who want to better understand organizational politics and effectively communicate and discipline their employees. This training will address:

- Effective workplace communication
- Managing conflict because of frustrated customers or disgruntled employees
- Changing an employee's disruptive behavior

There are no prerequisites for this course.

Conversational Leadership

This 2-day, instructor-led course teaches a collaborative approach to leadership. This training teaches the following topics:

- Relationship building
- Communication

Delegation

This 1-day, instructor-led course is designed to teach managers the skills to effectively delegate and accomplish more. This training will address:

- How delegation fits into your job
- Different ways to delegate tasks
- Give better instructions
- Monitor delegation results
- Give effective feedback

There are no prerequisites for this job.

Developing, Managing and Meeting Performance Standards

This 2-day, instructor-led course is ideal for members of the federal budgeting, planning, and management community who are tasked with performance planning, formulating budgets, or management duties. This training prepares students to:

- Demonstrate the knowledge requirements for performance measurement and explain its significance
- Describe the foundation of measuring performance
- Identify the elements of successful performance measurement and management practices
- Thoroughly understand performance measurement terminology
- Develop strategies, performance goals, and measures
- Align performance measures with strategic goals
- Verify and validate performance-related data
- Explain performance monitoring and reporting best practices
- Use performance-related information to make better decisions
- Conduct program evaluations to improve performance

There are no prerequisites for this course.

Developing Others

Developing Others is a two-day instructor-led class that equips leaders and managers with the skills to coach and develop their team members effectively. The course covers strategies for talent development, performance coaching, and creating an environment conducive to professional growth. Attendees will leave with practical tools to help others achieve their full potential.

- Learn effective coaching and talent development strategies to support team members' growth.
- Acquire skills in performance coaching and feedback to enhance team effectiveness.
- Foster an environment that promotes professional growth and development within teams.

There are no prerequisites for this course.

Effective Leadership and Management

This 2-day, instructor-led course teaches the techniques of true leadership and management. This training covers the following topics:

- The evolution of leadership
- Situational leadership
- A personal inventory
- Modeling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart
- Basic influencing skills
- Setting goals

There are no prerequisites for this course.

There are no prerequisites for this course.

Effective Planning and Goal Setting

This 2-day, instructor-led course is ideal for managers, supervisors, and team leaders. This course will provide students with the skills to:

- Create a clear understanding of expectations using various communication styles
- Create a written performance plan to guide conversation pertaining to performance
- Take a hands-on approach to monitoring employee performance
- Deliver performance-based feedback
- Engage in difficult performance-based conversations
- Discover personal perceptions that may hinder the effectiveness of performance-related conversations
- Show recognition and express appreciation for outstanding performance
- Conduct formal performance reviews

There are no prerequisites for this course.

Emotionally Intelligent Leadership

This 2-day, instructor-led course is ideal for managers, leaders, and team members who are interested in increasing the effectiveness of their leadership capabilities by enhancing their emotional intelligence. This training focuses on:

- How emotions influence behavior and decision making
- The characteristics of an emotionally intelligent leader
- Using emotional intelligence to increase personal effectiveness and situational awareness
- Applying ideas learned to improve their own emotional intelligence

There are no prerequisites for this course.

Generation Gaps

This 1-day, instructor-led course is designed to help management handle the different generations present in the workplace. This training focuses on:

- History
- Baby Boomers
- Generation X
- Generation Y (Millennial)
- Differences
- Finding Common Ground

There are no prerequisites for this course.

Human Capital Management

Human Capital Management is a two-day instructor-led class that explores strategies for managing and developing an organization's workforce. Participants will learn about talent acquisition, performance management, and employee engagement to optimize human capital.

- Understand best practices in talent acquisition and how to attract top talent.
- Learn about effective performance management systems and employee engagement strategies.
- Develop skills in managing human capital to drive organizational success.

There are no prerequisites for this course.

Interviewing Techniques

This 2-day, instructor-led course is designed for teaching managers to refine their interview skills and techniques. This training will address:

- Finding the right person for the job
- Ask the appropriate questions
- Recognizing the cost of hiring the wrong person
- Developing a job analysis and position profile

There are no prerequisites to this course

Leading with Authority

Leading with Authority is a two-day instructor-led class designed to empower professionals with the skills to lead effectively, even without formal authority. Attendees will explore influence tactics, leadership styles, and strategies to inspire and guide teams.

- Develop leadership skills to effectively influence and guide teams without formal authority.
- Explore different leadership styles and identify which ones best suit your personality and situation.
- Learn strategies for inspiring others and leading effectively across various contexts.

There are no prerequisites for this course.

Leadership and Influence

This 1-day, instructor-led course is designed to teach the techniques to build the confidence it takes to lead. This training will address:

- Evolution of Leadership
- Situational Leadership
- Personal Inventory
- Modeling the way
- Inspiring a shared vision
- Enabling others to act

There are no prerequisites for this course.

Leadership Management Training for Non-Supervisors

This 2-day instructor-led course will help participants learn about their personality and behavioral style through a series of DiSC assessments. Each participant's understanding of their DiSC profile will inform classroom lessons on leadership principles. At the conclusion of this training program, participants will be able to do the following:

- Understand their DiSC Workplace assessment profile
- Identify and understand the essential roles of a leader.
- Identify their leadership style.
- Identify leadership critical success factors.
- Identify the types of teams.
- Implement the TORI team-building model.
- Identify the five stages of team development.
- Identify their team player type.
- Develop a team action plan.
- Identify the responsibilities of a supervisor.
- Discern between orders, requests, and suggestions.
- Efficiently manage challenging situations.
- Recognize the importance of preparing for negotiation.
- Identify different negotiation styles.

There are no prerequisites for this course.

Leadership Skills

This 3-day, instructor-led course is designed for team leaders, supervisors, managers, and anyone else wishing to enhance their leadership skills. This training focuses on:

- Common traits and behaviors of effective leaders
- Exploring leadership from various perspectives
- Self-assessment and improvement of leadership skills

There are no prerequisites for this course.

Management Skills for Non-Managers

Management Skills for Non-Managers is a three-day instructor-led class that imparts essential management skills for professionals who are not in formal management roles but need to manage projects or lead teams effectively.

- Acquire fundamental management skills applicable to projects and team leadership.
- Understand how to motivate and guide a team, even without formal managerial authority.
- Learn effective communication and conflict resolution techniques to manage teams successfully.

There are no prerequisites for this course.

Management by Objective

This 1-day training course provides a clear and simple explanation of management by objectives. Participants will learn to manage themselves and their coworkers in a way that will help everyone maintain an enthusiastic outlook and motivate them while producing excellent business results. At the conclusion of this course, participants will be able to do the following:

- Understand the management by objective method
- Explain each step of the management by objective method
- Apply the method to their own company
- Recognize the advantages and disadvantages of this method

There are no prerequisites for this course.

Managing a Virtual Environment

This 1-day instructor-led course will provide participants with the tools to create a successful virtual work environment with the Federal Workplace. This training will address:

- Teach participants how to organize and prepare their virtual team
- Conducting virtual team meetings
- Build Team rapport and encourage participation
- Implement diversity and understand and prepare for different work personalities
- Identify and manage different work styles
- Build trust and better communication skills and implement best practices for email, in-person, and online communication
- Understand how to use software and train employees
- Recognize scheduling barriers and identify solutions

There are no prerequisites for this course.

Managing Challenging Employees

This 1-day instructor-led course will help managers and supervisors learn how to effectively manage difficult people to keep the department functioning as a whole. At the end of this course, participants will be able to:

- Set boundaries and ground rules for new employees
- Learn to interact with and influence colleagues
- Manage various personality types in the office.
- Determine how to gain support and effectively network
- Recognize an individual's place and functions within a group

There are no prerequisites for this course.

Managing Difficult Conversations

This 1-day instructor-led course will help managers and supervisors lead their teams through difficult conversations. At the completion of this course, participants will be able to:

- Demonstrate positive intent
- Develop Active Listening skills
- Implement strategies to ask relevant questions
- Structure and organize conversations
- Identify conversation goals
- Creating safe environments

There are no prerequisites for this course.

Managing Stakeholder Expectations and Relationships

This 2-day instructor-led course is designed to provide the aspiring manager with the foundational knowledge and techniques to manage stakeholders. Additionally, this course will equip project managers with a that they can begin implementing immediately following the course. At the end of this course, participants will be able to:

- Identify stakeholder management styles along with the needs of their customer.
- Identify ways of securing stakeholder agreement.
- Understand the different approaches to effective influence.
- Incorporate best practices and concepts into the day-to-day realities of project managers.

There are no prerequisites for this course.

Mentoring and Coaching

This 2-day instructor-led course focuses on better coaching Federal employees to higher performance. Course participants will learn how Coaching and Mentoring help demonstrate the process of relationship building and setting goals. At the end of this course, participants will be able to:

- Define coaching, mentoring, and the GROW model.
- Identify and set appropriate goals using the SMART technique of goal setting.
- Identify the steps necessary in defining the current state or reality of your employee's situation.
- Identify the steps in developing a finalized plan or wrapping it up and getting your employee motivated to accomplish those plans.
- Identify the benefits of building and fostering trust with your employee.
- Identify the steps in giving effective feedback while maintaining trust.
- Identify and overcome common obstacles.
- Identify when the coaching is at an end and transition your employee to other growth opportunities.
- Identify the difference between mentoring and coaching.

There are no prerequisites for this course.

Performance Management

This 1-day, instructor-led course will help leaders to manage for optimum performance. This training will address

- How to contribute to motivating work environments
- How to understand the role of goal setting in performance management
- How to use ideal tools to help employees set and achieve goals
- How to apply a three-phase model that will help prepare employees for peak performance

There are no prerequisites for this course.

Responding to Unacceptable Performance

This 1-day, instructor-led course teaches participants the supervisory skills, tools, and techniques they need to respond to supervisory challenges. This training prepares students to:

- Understand how to use realism, restraint, and resolve to face any challenge
- Learn how to resolve conflicts between employees
- Discover how to support employees with performance issues
- Learn how to manage while preparing for possible discipline or termination
- Handle employee issues with sensitivity and fairness

There are no prerequisites for this course.

Strategic Thinking

Strategic Thinking is a one-day instructor-led class that aims to develop the ability to think strategically and apply long-term planning in business decisions. Attendees will engage in exercises to practice strategic analysis and action planning.

- Develop skills in strategic thinking and long-term business planning.
- Apply strategic analysis to identify opportunities and challenges.
- Create actionable plans to achieve long-term business goals.

There are no prerequisites for this course.

Supervising in a Unionized Environment

Supervising in a Unionized Environment is a two-day instructor-led class that addresses the unique challenges and strategies for effectively managing unionized employees. The course covers labor relations, contract negotiations, and maintaining positive labor-management relationships.

- Navigate the complexities of supervising in a unionized environment.
- Understand labor relations and effective contract negotiation strategies.
- Foster positive labor-management relationships for a harmonious work environment.

There are no prerequisites for this course.

Talent Management

This 2-day instructor-led course provides students with just what it takes to have the right people ready. It will teach participants to do the following:

- Apply the multifaceted aspects of talent management in their own organization
- Describe the skills required to manage high-potential candidates
- Recognize and foster talent within an organization
- Explain the principles of competency-based management
- Use the appropriate language for talent management

There are no prerequisites for this course.

Team Building and Coaching

Team Building and Coaching is a one-day instructor-led class that equips leaders with the tools to build cohesive teams and coach individuals for peak performance. Participants will learn team-building activities and coaching techniques to foster collaboration and development.

- Develop team-building strategies to enhance team cohesion and performance.
- Learn coaching techniques to support individual team members' growth and development.
- Foster a collaborative and supportive team environment for peak performance.

There are no prerequisites for this course.

The Supervisory Role

This 2-day instructor-led course is for people who are new supervisors or who are interested in a supervisory position, as well as those who are team leads or part-time supervisors without a great deal of authority. This class is designed to help participants overcome many of the supervisory problems that they will encounter as workplace leaders. At the conclusion of this course, participants will be able to:



- Adjust to the supervisor's role with confidence
- Develop their skills in listening, asking questions, resolving conflict, and giving feedback to employees
- Identify key attitudes that they can develop to enhance their supervisory skills
- Use time management and planning techniques to maximize their success
- Develop a technique for giving instructions that are clear and understood
- Understand the importance of developing good relationships with employees and peers, so they are seen as fair and consistent

There are no prerequisites for this course.

Tools for Management Analysis

Tools for Management Analysis is a two-day instructor-led class that provides managers with analytical tools to assess and improve organizational performance. The course will cover data analysis, decision-making models, and techniques for measuring and managing operational efficiency.

- Acquire analytical tools and techniques for management analysis.
- Learn to use data analysis and decision-making models to improve organizational performance.
- Measure and manage operational efficiency using proven management analysis tools.

There are no prerequisites for this course.

Worker's Compensation for Supervisors

Worker's Compensation for Supervisors is a two-day instructor-led class that provides supervisors with knowledge about worker's compensation laws and policies. This course will guide attendees through the process of handling work-related injuries, understanding insurance policies, and ensuring compliance with regulations.

- Understand worker's compensation laws and policies relevant to supervisors.
- Manage the process of handling work-related injuries and claims effectively.
- Ensure compliance with regulations and understand insurance policies related to worker's compensation.

PROJECT MANAGEMENT

Advanced IT Project Management

This 4-day instructor-led course teaches students to successfully manage IT projects and teams. The course walks students through each step of the project management process, covering critical strategies for on-time and within-budget projects. Students will cover initiating the project, developing project plans, working with management, managing project scope, creating the budget, building a project plan, organizing a project team, and managing teams. In addition, students will learn about implementing and revising the project plan, enforcing quality, and finally completing the project. At the conclusion of this course, participants will be able to:

- Define project management and the steps of a project management life cycle.
- Understand how to manage projects that involve information technology (IT), such as the development and management of IT infrastructure, systems, software, and security.
- Identify concepts, tools, and techniques used for IT project management.
- Implement the PMBOK (6E) guidelines and apply the guidelines to an IT project.
- Apply project management knowledge areas to IT projects.
- Develop an understanding of Agile processes and Agile project management resources.
- Identify project goals and define value delivery.
- Define process groups using initiating, planning, executing, monitoring, and closing.
- Determine the project integration, scope, schedule, cost, quality, resource, communication, risk, and stakeholder management processes of a project.
- Monitor projects to identify IT project pitfalls and develop solutions.
- Evaluate the advantages and disadvantages of IT project processes.
- Successfully manage a project from project initiation to project closure

There are no prerequisites for this course.

CompTIA Project+

This 5-day instructor-led Project+ training and certification boot camp validates core knowledge of project life cycles, project roles, and skills necessary to effectively initiate, plan, execute, monitor, and close a project. Project+ certifies the business, interpersonal, and technical project management skills required to successfully manage projects and business initiatives. This course covers the exam domains of:

- Project management concepts
- Project life cycle phases
- Tools and documentation
- Basics of IT and Governance

Prerequisites: Project+ is intended for candidates possessing at least 12 months of cumulative experience in leading, managing, directing, and/or participating in small- to medium-scale projects.

CPMP: Certified Project Management Practitioner

CPMP - Certified Project Management Practitioner is a three-day instructor-led class designed for those seeking certification in project management. The course covers the core concepts, methodologies, and best practices of project management with a focus on preparing participants for the CPMP examination. Attendees will engage in interactive sessions to develop their skills in project planning, execution, and leadership.

- Understand the core concepts and methodologies of effective project management.
- Prepare for the CPMP examination with a focused study of best practices and project management principles.
- Enhance skills in project planning, execution, and leadership through interactive learning experiences.

There are no prerequisites for this course.

Creating Project Schedules

Creating Project Schedules is a one-day instructor-led class focused on the techniques for building effective and realistic project timelines. Participants will learn how to use scheduling tools and develop skills to manage project resources, milestones, and dependencies efficiently. The course is geared toward helping project managers and team members create clear and actionable project schedules.

- Develop proficiency in using project scheduling tools and software.
- Learn to manage resources, milestones, and dependencies to create realistic project timelines.
- Apply practical techniques for maintaining and adjusting project schedules to meet deadlines and objectives.

There are no prerequisites for this course.

Fundamentals of Project Management

Fundamentals of Project Management is a two-day instructor-led class that lays the groundwork for successful project management practices. This course covers project lifecycle, planning, execution, and monitoring, equipping participants with the essential tools and techniques for managing projects.

- Understand the project lifecycle and the key stages of planning, execution, and monitoring.
- Learn essential project management tools and techniques.
- Develop skills to manage projects effectively, from initiation to completion.

There are no prerequisites for this course.

Introduction to Project Management

This 2-day, instructor-led course is designed to provide the foundational knowledge and tools for beginning project managers. This training provides students with an understanding of:

- Project Management Basics
- Phases of Project Management
- Roles and Responsibilities

There are no prerequisites for this course.

Project Management Essentials for Non-Project Managers

This 2-day instructor-led course is intended for non-project managers in need of a solid foundation in project management techniques and those who may just want to sharpen their skills. Administrative and support personnel assigned to work or manage project teams would also benefit from this training course. Students will learn basic project management techniques like time management and controlling costs. This course also covers more advanced topics like project features and attributes, budget and estimates, the project management process, and the responsibilities of a project manager. Participants in this course will learn how to:

- Define a project scope
- Develop a project charter
- Create a work breakdown structure
- Identify time management components
- Develop a schedule
- Utilize analysis techniques
- Allocate resources

There are no prerequisites for this course.

Project Management for the IT Professional

This 4-day, instructor-led course is ideal for current project managers and project team members. This training provides students with an understanding of:

- IT Project Management skills
- Roles and responsibilities
- Context and process groups
- Controlling costs
- Managing scope
- Effective time management
- Integration management

There are no prerequisites for this course.

Project Management for the Office Professional

This 2-day, instructor-led course is ideal for office professionals in need of a solid foundation in project management techniques and those who may just want to sharpen their skills. Administrative and support personnel assigned to work or manage project teams would also benefit from this training course. This training provides students with an understanding of:

- Basic project management techniques
- Project features and attributes
- Budget and estimates
- Project management process and responsibilities

There are no prerequisites for this course.

Project Planning, Scheduling, and Control

This 3-day, instructor-led course teaches an applications-oriented understanding of issues you must confront. This training provides students with an understanding of:

- Strategies for dealing effectively with team members
- Managing and facilitating project meetings
- Techniques for dealing with contractors
- Guidelines for setting up a project office

There are no prerequisites for this course.

PMI® Certified Associate in Project Management (CAPM®)

This 5-day, instructor-led course is intended for project managers early in their careers. It will provide a foundational level of skills, and it will teach you how to:

- Initiate & manage a project
- Estimate a timeline & develop a schedule
- Organize human resources
- Integrate workflow
- Analyze cost
- Measure quality
- Identify the processes of project management

This course will fully prepare you for the CAPM® Certification exam.

There are no prerequisites for this course.

PMI® Project Management Professional (PMP®)

This 5-day, instructor-led course is geared toward project managers who wish to solidify their knowledge of best practices. It covers:

- Project initiation, scheduling & budgeting
- Managing & monitoring projects
- Risk analysis
- Controlling & monitoring quality & performance

This course will prepare you for the PMP® Certification exam.

Prerequisites: Before enrolling in this course, you should have hands-on work experience in project management

PMI® Agile Certified Practitioner (PMI®-ACP®)

This 3-day, instructor-led course is intended for project management professionals who use Agile practices in their organization. It covers:



- Agile principles & practices
- The Agile software development methodology
- The latest Agile developments in the field

This course will prepare you for the PMI®-ACP® Certification.

Prerequisites: Before taking this course, you should have at least 2000 hours of project management experience or the PMI® PMP® Certification. You should also have an additional 1500+ hours working with Agile.

PMI® Risk Management Professional (PMI®-RMP®)

This 3-day, instructor-led course is intended for project management professionals who use Agile practices in their organization. It covers:

- Risk Strategy and Planning
- Stakeholder Engagement
- Risk Process Facilitation
- Risk Monitoring and Reporting
- Perform Specialized Risk Analysis

This course will prepare you for the PMI®-RMP® Certification.

Prerequisites: Before taking this course, you should have at least 4500 hours of project risk management experience.

PMI® Professional in Business Analysis (PMI® PBA®)

This 4-day instructor-led training and certification boot camp educates and certifies the role of the business analyst as viewed through the lens of the project. It targets professionals such as business analysts, project managers, IT managers, QA professionals, systems developers, and anyone wanting to enhance their business analysis skills. Participants in this course will:

- Increase their odds of passing the PMI Professional in Business Analysis (PMI-PBA)® the first time
- Advance their career opportunities and career path options in the business analysis profession
- Shorten study time by streamlining the recommended exam resources
- Run through simulated practice exams for the Business Analysis: Process Groups, Knowledge Areas, Processes, and Competencies
- Learn the essential areas necessary to pass the exam
- Master the Business Analysis Process Groups and Business Analysis Knowledge Areas that constitute the exam
- Conquer the Business Analysis Processes
- Grasp the tasks for eliciting, analyzing, documenting, validating, and verifying requirements
- Become proficient with business analysis terminology
- Create a personalized test-taking strategy based on your strengths and opportunities

There are no prerequisites for this course.

Requirements Management for Project Managers

This 3-day instructor-led course is designed to provide project managers and business analysts with the terms and concepts of requirements management. Additionally, this course will equip beginners with a requirements-gathering toolkit that they can begin implementing immediately following the course. By the end of this course, participants will be able to:

- Define business analysis
- Elicit requirements from stakeholders
- Conduct requirements interviews and workshops
- Write effective requirements
- Identify functional and non-functional requirements

There are no prerequisites for this course.

Strategic Portfolio and Resource Management

This 1-day, instructor-led course is ideal for any employee hoping to improve project management with a well-organized portfolio. Students who take this training will:

- Recognize the value a well-managed portfolio can add to an organization
- Understand the roles and responsibilities of a portfolio stakeholder
- Have the skills needed to implement a portfolio management process
- Identify and use the appropriate tools, techniques, and resources for effective portfolio management

There are no prerequisites for this course.

PROFESSIONAL SKILLS

PERSONAL DEVELOPMENT

Accountability

The Accountability course is a one-day instructor-led class focused on understanding and applying the principles of accountability in one's personal and professional life. Attendees will explore techniques to enhance self-accountability and influence those around them. By the end of this class, participants will be able to implement practices that promote a culture of accountability in their organizations.

- Identify personal accountability strengths and areas for improvement through self-assessment exercises.
- Develop strategies for enhancing personal accountability in the workplace, including setting clear goals and deadlines.
- Learn techniques for influencing a culture of accountability within teams and across the organization.

There are no prerequisites for this course.

There are no prerequisites for this course.

Achieving Maximum Productivity

Achieving Maximum Productivity is a one-day instructor-led class that teaches strategies for optimizing time management and increasing workplace efficiency. Participants will learn to identify productivity blockers and leverage best practices for overcoming procrastination and resource mismanagement. By the end of this class, attendees will have a personalized action plan for maximizing their productivity.

- Identify and address common productivity blockers that hinder workplace efficiency.
- Apply best practices for time management to optimize daily workflows and reduce procrastination.
- Develop a personalized action plan to achieve and maintain maximum productivity in professional settings.

There are no prerequisites for this course.

Business Acumen

This 1-day, instructor-led course will help participants improve their judgment and decision skills. This training will address:

- Financial literacy
- Business sense
- Managing risk
- Increasing critical thinking

There are no prerequisites for this course

Business Strategies for Women

Business Strategies for Women is a two-day instructor-led class focusing on empowering women in the business world. This course addresses challenges women often face in the workplace and provides strategies for leadership, negotiation, and career advancement. Attendees will engage in discussions and workshops designed to build confidence and leadership skills specific to women in business.

- Identify and address common challenges faced by women in the business world.
- Develop strategies for effective leadership, negotiation, and career advancement as a woman in business.
- Build confidence and a network of support through interactive discussions and workshops.

There are no prerequisites for this course.

Creating a Job Portfolio

This 1-day, instructor-led course examines the value of entering an interview with a fully developed package of credentials and materials. This training teaches students how to do the following:

- Learn to use descriptive language
- Write cover letters
- Write resumes
- Create personalized career portfolios

There are no prerequisites for this course.

Creative Thinking and Innovation

This 1-day, instructor-led course is designed to teach participants to practice and hone their creative skills. This training will address:

- Recognizing your own creativity
- Develop their own creative environment
- Explain the importance of creativity and innovation in business
- Applying problem-solving steps and tools
- Using individual and group techniques to help generate creative ideas
- Implement creative ideas

There are no prerequisites for this course.

Creative Problem Solving

Creative Problem Solving is a two-day instructor-led class that equips participants with innovative techniques for tackling complex challenges in business. The course encourages creative thinking through a series of collaborative exercises and real-world scenarios. Attendees will leave with a toolkit of problem-solving strategies that promote creative solutions in the workplace.

- Foster creative thinking and innovation to approach and solve business challenges.
- Apply a variety of creative problem-solving techniques in collaborative exercises.
- Develop a personal toolkit of strategies for fostering creativity and innovation in professional settings.

Critical Thinking

This 1-day, instructor-led course provides the skills to analyze and evaluate information to obtain the greatest amount of knowledge from a piece of data. This training will address:

- The skills to evaluate, identify, and distinguish between relevant and irrelevant information
- Components of critical thinking
- Non-linear thinking
- Logical thinking
- Evaluate information
- Benefits of critical thinking

There are no prerequisites for this course.

Decision Making/Problem Solving

This 3-day, instructor-led course is designed to help students through the problem-solving process to make the best decisions for their organizations. This training teaches students how to:

- Define decisions
- Apply appropriate decision frames
- Avoid overconfidence
- Deal with uncertainty
- Develop numerous high-quality options
- Evaluate and select a final option
- Review and learn from experience
- Identify optimal decision outcomes
- Identify and manage linked decisions

There are no prerequisites for this course.

Decisiveness

Decisiveness is a two-day instructor-led class that aims to enhance decision-making skills in a professional setting. Attendees will explore various decision-making models and tools for rapid and effective problem-solving. The course will help participants to become more confident and effective in making decisions that impact their work and teams.

- Understand and apply different decision-making models and tools in professional contexts.
- Enhance the ability to make rapid, effective, and informed decisions.
- Build confidence in leadership and decision-making roles within teams and organizations.

There are no prerequisites for this course.

Emotional Intelligence

Emotional Intelligence is a one-day instructor-led class that focuses on recognizing, understanding, and managing one's own emotions and those of others. Attendees will explore how emotional intelligence can improve communication, conflict resolution, and leadership skills. This course provides practical strategies to enhance personal and professional relationships through increased emotional awareness and control.

- Develop skills in recognizing and managing personal emotions and those of others.
- Enhance communication and conflict resolution abilities through improved emotional intelligence.
- Apply emotional intelligence strategies to improve leadership skills and professional relationships.

There are no prerequisites for this course.

Enhancing Your Professional Image

Enhancing Your Professional Image is a one-day instructor-led class aimed at professionals seeking to improve their personal branding and professional presence. Attendees will learn strategies for effective communication, professional etiquette, and personal styling to create a positive and lasting impression in the workplace.

- Learn strategies for crafting a professional image through effective communication and etiquette.
- Understand the impact of personal styling on professional presence.
- Develop a personal branding approach that enhances career opportunities and workplace interactions.

There are no prerequisites for this course.

Entrepreneurship

This 2-day, instructor-led course is designed to help participants understand how to take wishes and turn them into reality.

This training focuses on:

- Identify what's important personally and professionally
- Use goal-setting activities and appropriate language to articulate their wishes
- Use motivational techniques to help themselves reach their goals
- Understand how to deal with setbacks

There are no prerequisites for this course

Facilitation

This 1-day, instructor-led course is designed to make core facilitation skills better. This training focuses on:

- Distinguish facilitation from instruction and training
- Identify the competencies linked to effective small-group facilitation
- Identify the stages of team development and ways to help teams through each stage
- Use common process tools to make meetings easier and more productive

There are no prerequisites for this course.

Improving Habits

In this 2-day instructor-led course, students explore various time management, organizational tools and techniques, and problem-solving methods so that they can accomplish more each day and make decisions that bring rewards to the team. Participants will build a customized productivity plan for their professional lives. In addition, this course will teach participants to solve problems and make better decisions. They will learn to identify options, research them, and then put everything together in a way that works. This training teaches students how to:

- Identify principles of personal efficiency
- Develop a plan for an efficient workspace
- Use routines to simplify life
- Prioritize tasks and identify appropriate solutions
- Select the best approach for making and following up on decisions
- Avoid common decision-making mistakes

There are no prerequisites for this course.

Improving Productivity

This 1-day, instructor-led course shows participants how to organize their lives and find productive time. This training teaches students how to:

- Establish routines
- Set goals
- Create an efficient environment
- Use time-honored planning tools to increase productivity

There are no prerequisites for this course.

Knowledge management

This 2-day instructor-led course will introduce participants to knowledge management tips, techniques, and proven processes. They will learn to bridge organizational gaps and use their knowledge to improve business performance. This training will teach students to:

- Define knowledge and knowledge management
- Explain the difference between explicit and tacit knowledge.
- Identify various knowledge management rhetorical models.
- Explain how a properly implemented knowledge management program can improve efficiency.
- Describe the steps for employing a new knowledge management program in an organization.
- Identify the required components for implementing a knowledge management framework within an organization.

There are no prerequisites for this course.

Managing Multiple Projects, Priorities, and Deadlines

Managing Multiple Projects, Priorities, and Deadlines is a two-day instructor-led class that equips participants with tools and techniques to handle multiple tasks efficiently. The course focuses on prioritization, time management, and stress reduction strategies.

- Develop strategies for effectively prioritizing multiple projects and tasks.
- Learn time management techniques to meet deadlines without compromising quality.
- Employ stress reduction strategies to maintain productivity and well-being in a busy environment.

There are no prerequisites for this course.

Managing Stress in the Workplace

This 1-day instructor-led course explores the causes of stress and suggests general and specific stress management strategies that people can utilize within the Federal workplace. At the end of this course, participants will be able to:

- Understand that stress is an unavoidable part of everybody's life
- Recognize the symptoms that tell you when you have chronic stress overload
- Change the situations and actions that can be changed
- Deal better with situations and actions that can't be changed
- Create an action plan for work, home, and play to help reduce and manage stress

There are no prerequisites for this course.

Organizational Skills

Organizational Skills is a one-day instructor-led class that teaches techniques for improving personal organization and productivity. Attendees will learn how to manage time, declutter workspaces, and prioritize tasks effectively.

- Master time management techniques to increase productivity.
- Learn strategies for decluttering workspaces and organizing tasks.
- Prioritize effectively to meet deadlines and achieve goals.

There are no prerequisites for this course.

Problem Solving and Decision Making Skills

Problem Solving and Decision Making Skills is a one-day instructor-led class that provides frameworks and tools for effective problem-solving and decision-making in complex business situations.

- Apply structured frameworks for solving complex problems efficiently.
- Make informed decisions using effective decision-making tools and techniques.
- Navigate complex business situations with confidence and strategic insight.

There are no prerequisites for this course.

Personal Productivity

This 1-day, instructor-led course shows participants how to organize their lives and find productive time. This training teaches students how to:

- Establish routines
- Set goals
- Create an efficient environment
- Use time-honored planning tools to increase productivity

There are no prerequisites for this course.

Professional Etiquette

This 1-day instructor-led course examines the basics of business ethics and proper appropriate behavior for an office environment. By the end of this course, participants will be able to:

- Define etiquette and provide an example of how etiquette can be of value to a company or organization.
- Understand the guidelines on how to make effective introductions.
- Identify the 3 C's of a good impression.
- Understand how to use a business card effectively.
- Identify and practice at least one way to remember names.
- Identify the 3 steps in giving a handshake.
- Enumerate the four levels of conversation and provide an example for each.
- Understand place settings, napkin etiquette, and basic table manners.
- Understand the meaning of colors in dressing for success.
- Differentiate among the dressy casual, semi-formal, formal, and black tie dress code,

There are no prerequisites for this course.

Resilience

This 1-day, instructor-led course teaches participants the skills necessary to bounce back after adversity. This training will address:

- How to rebound from adversity
- Build self-esteem as a foundation for resilience
- How to establish connections to create a support network
- How to develop the ability to accept and embrace change
- How to overcome obstacles using flexible thinking

There are no prerequisites for this course.

Problem Decomposition

This 3-day instructor-led course will give participants an overview of the entire creative problem-solving process, as well as key problem-solving tools that they can use every day. Skills such as brainstorming, information gathering, analyzing data, and identifying resources will be covered throughout the workshop. At the conclusion of this course, participants will be able to:

- Apply problem-solving steps and tools
- Analyze information to clearly describe problems
- identify appropriate solutions
- Think creatively and be a contributing member of a problem-solving team
- Select the best approach for making decisions
- Create a plan for implementing, evaluating, and following up on decisions
- Avoid common decision-making mistakes
- Make decisions about using persuasion versus manipulation
- Apply the concepts of pushing and pulling when influencing others
- Describe different techniques for getting persuasive conversations and presentations underway
- Make a persuasive presentation by using the 5 S's
- Apply storytelling techniques to extend influence
- Leverage concepts of neuro-linguistic programming in everyday influence and persuasion

There are no prerequisites for this course.

Problem-Solving, Cause, and Corrective Action

This 1-day, instructor-led course will give participants an overview of the entire creative problem-solving process, as well as key problem-solving tools that they can use every day. Skills such as brainstorming, information gathering, analyzing data, and identifying resources will be covered throughout the workshop. By the end of this course, participants will be able to:

- Understand problems and the creative problem-solving process
- Identify types of information to gather and key questions to ask in problem-solving
- Identify the importance of defining a problem correctly
- Identify and use four different problem-definition tools
- Write concrete problem statements
- Use basic brainstorming tools to generate ideas for solutions
- Evaluate potential solutions against criteria, including cost/benefit analysis and group voting
- Perform a final analysis to select a solution
- Understand the roles that fact and intuition play in selecting a solution
- Understand the need to refine the shortlist and redefine it
- Understand how to identify the tasks and resources necessary to implement solutions
- Evaluate and adapt solutions to reality

There are no prerequisites for this course.

Team Building

This 2-day, instructor-led course is for any employee who wishes to explore the different aspects of a team, as well as ways that they can become a top-notch team performer. This training will address:

- The benefits of team building
- Type of team building
- Creating team chemistry
- Improving team strength
- Engagement and collaboration activities
- Building a great team identity
- Social gathering
- Common team building mistakes
- A team-building plan
- Evaluations and improvements

There are no prerequisites to this course.

Time Management

This 1-day, instructor-led course will help participants develop skills to organize themselves and their workspace for peak efficiency. This training will address:

- Organization
- Value of goals and how to achieve them
- Creating action plans to get things done
- Delegating properly

There are no prerequisites for this course.

WORKPLACE DEVELOPMENT

Archiving and Records Management

Archiving and Records Management is a one-day instructor-led class that introduces the principles of records retention, archiving best practices, and the management of physical and electronic records. The course will provide attendees with the legal and practical aspects of records management, including compliance with industry standards. By the end of the class, participants will be able to develop and implement an effective records management program.

- Understand the key principles and legal requirements of records retention and archiving.
- Learn best practices for managing both physical and electronic records effectively.
- Develop skills to create and implement a comprehensive records management program that complies with industry standards.

There are no prerequisites for this course.

Benchmarking Best Practices

This 3-day, instructor-led course provides a logical, step-by-step methodology that will enable any agency to properly benchmark its maintenance function. Upon completion of this course, students will be able to do the following:

- Associate benchmarking objectives with the organizational strategy
- Design a benchmarking plan for their organization
- Understand the fundamentals of data collection and analysis

There are no prerequisites for this course.

Business Case Development

Business Case Development is a one-day instructor-led class aimed at teaching professionals how to create compelling and comprehensive business cases. The course covers techniques for analyzing, writing, and presenting business cases to articulate the value and impact of proposed projects or decisions. Participants will walk away with the skills to justify and advocate for business investments.

- Understand the components of a compelling business case and the process for its development.
- Develop analytical and writing skills to articulate the value and impact of business investments.
- Learn effective presentation techniques to advocate for and justify business decisions.

There are no prerequisites for this course.

Change Management

This 2-day, instructor-led course gives participants tools to implement changes more smoothly and to have changes better accepted. This training will address:

- Preparing for change
- Understanding change
- Leading and managing change
- Gaining support
- Building resiliency

There are no prerequisites for this course

Contract Negotiations

This 2-day, instructor-led course covers the important aspects of contract negotiation. This training will address:

- Planning
- Conducting contract negotiations
- Documenting contract negotiations
- Contract formation

There are no prerequisites for this course.

Developing a High Reliability Organization

This 1-day, instructor-led course covers the five principles that govern high-reliability organizations. This training will address:

- Preoccupation with failure
- Resistance to simplification
- Sensitivity to operations
- Commitment to resilience
- Deference to expertise

There are no prerequisites for this course

Diversity and Sensitivity

This 2-day, instructor-led course is for any employee who wishes to improve diversity knowledge and sensitivity to be proactive and remove barriers. This training will address

- Understanding diversity
- Understanding stereotypes
- Breaking down the barriers
- Verbal and communication skills
- Non-verbal communication skills
- Being proactive
- Coping with discrimination
- Dealing with diversity complaints as a person, a manager, and an organization

There are no prerequisites for this course.

Diversity, Equity and Inclusion

This 2-day instructor-led course teaches participants how to manage diversity better and recognize its benefits within the federal workplace. Participants will learn how to implement and develop policies and legal frameworks that do not allow for discrimination within the Federal Workplace/ This training will address:

- The benefits of a diverse workforce
- The needs of diverse employees
- How to employ sensitivity training
- How to handle diversity complaints

There are no prerequisites for this course.

Effective Meetings

Effective Meetings is a one-day instructor-led class designed to teach the skills necessary to plan, conduct, and participate in efficient and productive meetings. Attendees will learn techniques for agenda setting, time management, and facilitating discussions. By the end of the course, participants will be able to lead meetings that are focused, engaging, and result-oriented.

- Master techniques for setting clear agendas to drive productive discussions.
- Develop skills in time management to ensure meetings are efficient and goal-oriented.
- Learn strategies for facilitating effective discussions and engaging participants.

There are no prerequisites for this course.

Effective Resource Management

This 1-day, instructor-led course will help participants effectively manage their resources. This training will address:

- Relating the organization's mission to the allocation of financial resources
- Understanding techniques for financial management
- Analyzing financial information
- Communicating organizational and strategic plans

There are no prerequisites for this course

Lean Process and Continuous Improvement

Lean Process and Continuous Improvement is a three-day instructor-led class that focuses on lean methodologies and principles to enhance business processes. Attendees will learn to identify waste, implement continuous improvement practices, and drive efficiency in their operations.

- Understand lean principles and methodologies to enhance process efficiency.
- Identify and eliminate waste in business processes for continuous improvement.
- Implement lean techniques to drive operational efficiency and effectiveness.

There are no prerequisites for this course.

Lean Process and Six Sigma

This 3-day, instructor-led course teaches a data-driven approach to eliminating defects and waste in business processes. This training teaches students how to:

- Introduction to Six Sigma
- Tools required to deploy Six Sigma

There are no prerequisites for this course.

Making Change Work for You

Making Change Work for You is a one-day instructor-led class that offers strategies for managing and adapting to change in the workplace. The course empowers participants to embrace change positively and harness it for personal and organizational growth.

- Develop strategies for effectively managing and adapting to change.
- Embrace change as an opportunity for personal and organizational growth.
- Cultivate a positive mindset towards change and learn to navigate transitions smoothly.

There are no prerequisites for this course.

Negotiation Skills for Life and Business

Negotiation Skills for Life and Business is a one-day instructor-led class that covers the fundamentals of negotiation applicable in both personal and professional contexts. Participants will gain insights into negotiation strategies, conflict resolution, and achieving mutually beneficial outcomes.

- Acquire negotiation skills applicable to both personal and professional situations.
- Learn strategies for effective conflict resolution and achieving win-win outcomes.
- Enhance ability to negotiate successfully in various life and business scenarios.

There are no prerequisites for this course.

Office Politics

This 1-day, instructor-led course will help participants successfully recognize and navigate office politics. This training will address:

- Creating and maintaining better relationships
- Communicating and working with your peers and colleagues
- Being better team members to be more successful and productive

There are no prerequisites for this course

Sexual Harassment Prevention for Employees

This 1-day instructor-led course is designed to help employees recognize, address, and respond to sexual harassment. This course will teach participants:

- How to recognize and identify different types of sexual harassment
- How to address sexual harassment as a target or as a witness
- How to respond to sexual harassment

There are no prerequisites for this course.

Strategic Planning

This 1-day instructor-led course will introduce students to strategic thinking, defined as the ability to see the total enterprise, to spot the trends and understand the competitive landscape, to see where the organization needs to go, and to lead it into the future. At the completion of this course, participants will be able to:

- Identify the purpose of strategy in the strategic hierarchy
- Set a strategy in line with organizational vision and mission
- Set objectives and strategy measurements
- Link corporate strategy to operational activities
- Manage the strategic change process

There are no prerequisites for this course.

Win Win Solutions to Daily Conflict

Win Win Solutions to Daily Conflict is a one-day instructor-led class designed to equip participants with strategies for resolving conflicts in a manner that is satisfactory to all parties involved. Attendees will learn collaborative negotiation techniques and conflict resolution skills that promote positive outcomes.

- Learn strategies for resolving conflicts with win-win outcomes.
- Develop collaborative negotiation techniques to address daily conflicts.
- Apply conflict resolution skills to promote harmony and cooperation.

There are no prerequisites for this course.

COMMUNICATION SKILLS

Active Listening

This 1-day Instructor-led course will provide participants with the techniques needed to develop active listening skills and build deeper connections within the Federal workplace. At the end of this course, participants will be able to:

- Listen actively and effectively
- Ask good questions
- Be able to paraphrase conversations
- Adeptly converse and network with others
- Establish common ground and build relationships with others

There are no prerequisites for this course.

Advanced Business Writing Skills

Advanced Business Writing Skills is a one-day instructor-led class designed to refine professionals' writing capabilities for business communication. The course covers advanced techniques in clarity, persuasion, and formatting to create impactful emails, reports, and proposals. Participants will leave with enhanced skills that will improve the effectiveness of their written communication.

- Enhance clarity and persuasiveness in business writing through advanced language and formatting techniques.
- Master the art of crafting impactful business documents, including emails, reports, and proposals.
- Apply best practices for editing and revising business documents to ensure high-quality communication.

There are no prerequisites for this course.

Business Writing

Business Writing is a one-day instructor-led class that hones the fundamental writing skills necessary for effective business communication. Attendees will learn to craft clear, concise, and professional documents ranging from emails to reports. The course emphasizes the importance of tone, style, and the impact of written communication on business relationships.

- Enhance writing skills to produce clear, concise, and professional business documents.
- Understand the importance of tone and style in different forms of business communication.
- Develop strategies for effective editing and proofreading to ensure high-quality written communication.

There are no prerequisites for this course.

Advanced Technical Writing

Advanced Technical Writing is a two-day instructor-led class focused on improving the skills necessary to create clear and effective technical documents. The course emphasizes writing with precision and clarity, managing complex information, and tailoring content to target audiences. Participants will practice these skills through a series of writing exercises tailored to real-world technical communication challenges.

- Enhance ability to communicate complex information clearly and concisely in technical documents.
- Tailor technical content to meet the needs and understanding levels of diverse target audiences.
- Apply best practices in organizing and structuring technical documents for maximum clarity and impact.

There are no prerequisites for this course.

Business and Communication Topics

Business and Communication Topics is a four-day instructor-led class designed to enhance communication skills in a business context. Participants will learn how to effectively convey ideas, manage interpersonal communications, and develop persuasive business presentations. The course will equip attendees with the ability to communicate strategically and effectively in various business scenarios.

- Master the art of effective business communication, both orally and in writing.
- Develop skills for managing interpersonal communications and resolving conflicts in a professional setting.
- Learn to create and deliver persuasive and impactful business presentations.

There are no prerequisites for this course.

Collaboration

This 1-day instructor-led course highlights the advantages of collaboration, which are essential in today's business world. This course teaches students how to work together to produce a shared goal or result and influence organizational growth. After this course, students will learn what collaboration entails, what a collaborative environment looks like, gain an understanding of the advantages and obstacles, and how to develop strategies to improve a collaborative work environment. At the conclusion of this course, participants will be able to:

- Understand the definition of Collaboration
- Distinguish collaborative qualities individuals often possess
- Know and understand what it takes to work collaboratively with your colleagues
- Discover the difference between collaboration, cooperation, and teamwork
- Know what a collaborative environment looks like
- Know the six steps to make collaboration work
- Understand the advantages of collaboration
- Be aware of obstacles to collaboration
- Develop strategies to improve a collaborative work environment
- Share tips for employers to reward collaboration
- Understand how technology affects collaboration

There are no prerequisites for this course.

Communication Strategies

This 1-day, instructor-led course teaches participants that their communication skills influence others. This training teaches students how to:

- Identify common communication problems
- Develop skills to ask questions
- Learn non-verbal messages
- Develop skills for active listening
- Learn to handle difficult situations
- Assert oneself

There are no prerequisites for this course.

Delivering Effective, Persuasive Presentations

To become a great presenter, you need to have confidence in yourself. Confidence is created when you are well-prepared and make the best use of the resources available to you. This 1-day instructor-led course will help you gain the tools and techniques needed to boost your confidence and deliver impactful presentations. At the end of this workshop, you will be able to:

- Establish rapport with your audience
- Implement techniques to reduce nervousness and fear
- Understand your strengths as a presenter and how to appeal to different types of people
- Recognize how visual aids can create impact and attention
- Develop techniques to create a professional presence
- Learn some different ways to prepare and organize information
- Prepare, practice, and deliver a short presentation

There are no prerequisites for this course.

Email Etiquette

Email Etiquette is a one-day instructor-led class that covers the best practices for professional email communication. Participants will learn about the appropriate tone, format, and content for various types of business correspondence. This course aims to improve participants' written communication skills, ensuring clarity and professionalism in their emails.

- Master the art of professional email communication with appropriate tone and format.
- Understand how to structure emails for clarity and impact in business contexts.
- Learn best practices for email content, including etiquette for attachments and cc/bcc usage.

There are no prerequisites for this course.

Fundamentals of Writing

This 1-day, instructor-led course covers the following topics:

- Organizing your thoughts
- Creating clear and concise memos, emails, letters, reports, and other business documents
- Using proper grammar
- Clarifying language
- Connecting with the reader informatively and persuasively
- Constructing simple, compound, and complex sentences
- Effectively using transitional words to link sentences into well-constructed paragraphs
- Revising documents
- Formatting documents so that they are easy to read
- The Plain Writing Act of 2010

There are no prerequisites for this course.

How to Communicate and Collaborate on a Team

How to Communicate and Collaborate on a Team is a one-day instructor-led class designed to enhance teamwork and communication skills. This course provides strategies for effective collaboration, conflict resolution, and building high-performance teams.

- Learn effective communication techniques to improve teamwork and collaboration.
- Develop strategies for resolving conflicts and building cohesive teams.
- Understand the dynamics of high-performance teams and how to contribute positively.

There are no prerequisites for this course.

How to Write a Brief

This 1-day, instructor-led writing course teaches participants how to write clear, effective business documents, including briefs. Students learn to only include the important details interestingly. This training will address:

- Communication objectives
- Effective writing
- Details

There are no prerequisites for this course.

Influence and Persuasion

This 1-day, instructor-led course will help participants develop the skills to apply controlled influence and persuasion. This training will address:

- How persuasion differs from manipulation
- How to apply techniques of persuasion and influence
- Getting persuasive conversations and presentations underway
- Using storytelling techniques to extend influence

There are no prerequisites for this course.

Interpersonal Communications

Interpersonal Communications is a one-day instructor-led class focused on enhancing verbal and non-verbal communication skills. Attendees will learn how to effectively interact with others, improve listening skills, and navigate complex interpersonal dynamics.

- Enhance verbal and non-verbal communication skills for more effective interactions.
- Improve listening skills to better understand and respond to others.
- Develop strategies for navigating complex interpersonal dynamics and relationships.

There are no prerequisites for this course.

Mindful Effective Active Listening

Mindful Effective Active Listening is a one-day instructor-led class that teaches the techniques of active listening and mindfulness in communication. Attendees will learn to listen with intent, understand better, and engage constructively in conversations.

- Enhance listening skills through mindfulness techniques.
- Improve communication effectiveness by practicing active listening.
- Foster deeper understanding and engagement in interpersonal interactions.

There are no prerequisites for this course.

Negotiating for Results

This 1-day, instructor-led course teaches participants about the essential elements of negotiation within the Federal Workplace. This training will address:

- Preparation, delivery, and techniques to develop their communication skills
- Creating sustainable agreements with others

There are no prerequisites for this course.

Oral and Written Communications

Oral and Written Communications is a two-day instructor-led class that improves communication abilities across speaking and writing. Participants will practice public speaking, professional writing, and effective listening skills.

- Enhance public speaking skills for clearer and more impactful presentations.
- Improve professional writing abilities for emails, reports, and documentation.
- Develop effective listening skills to better understand and respond in communications.

There are no prerequisites for this course.

Presentation Skills

Presentation Skills is a one-day instructor-led class that focuses on crafting and delivering effective presentations. Attendees will gain skills in public speaking, creating engaging visuals, and connecting with an audience.

- Develop public speaking skills to deliver confident and effective presentations.
- Learn to create engaging visuals that complement and enhance verbal messages.
- Master techniques for engaging and connecting with an audience during presentations.

There are no prerequisites for this course.

Public Speaking

In this 1-day instructor-led course, participants will master the skills that will make them a better speaker and presenter. A great presenter has two notable qualities: appropriate skills and personal confidence. Confidence comes from knowing what you want to say and being comfortable with your communication skills. By the end of this course, participants will be able to:

- Improve Communication Skills
- Speak with Confidence
- Feel comfortable speaking in different social settings
- Master Intrapersonal communication
- Approach Speaking Opportunities
- Recognize different viewpoints and opinions

There are no prerequisites for this course.

Resume Writing

Resume Writing is a one-day instructor-led class offering strategies for creating compelling resumes that stand out to employers. The course will guide participants through structuring their resumes, highlighting accomplishments, and tailoring content to job descriptions.

- Craft compelling resumes that effectively showcase skills and accomplishments.
- Tailor resumes to specific job descriptions to increase interview chances.
- Highlight key achievements and experiences clearly and engagingly.

There are no prerequisites for this course.

Technical Writing

This 2-day, instructor-led course teaches participants to write clear, concise business documents. This training teaches students how to write the following:

- Proposals
- Reports
- Manuals
- Letters

There are no prerequisites for this course.

Telecommunications Overview

Telecommunications Overview is a one-day instructor-led class that introduces the basics of telecommunications technology and systems. Participants will learn about the components of telecommunications networks, including voice, data, and video communication, as well as the regulatory and operational aspects of the telecom industry.

- Gain an overview of telecommunications technology and systems.
- Understand the components and operation of telecommunications networks.
- Explore regulatory and operational aspects of the telecommunications industry.

There are no prerequisites for this course.

Writing for Business and Government

This 2-day instructor-led course gives participants the tools they need to become better writers. This training teaches students how to do the following:

- Learn the value of good written communication
- Learn how to write and proofread your work so it is clear, concise, complete, and correct
- Apply these skills in real-world situations
- Understand the proper format for business letters, emails, and proposals

There are no prerequisites for this course.

Writing Job Descriptions

This 1-day, instructor-led course is designed to teach managers to write job descriptions that make hiring, planning, and evaluations easier. This training will address:

- Creating good job descriptions
- Hiring qualified employees
- Avoiding legal traps

There are no prerequisites for this course.

FINANCIAL SKILLS

Basic Finance

This 2-day instructor-led course is designed to teach those inexperienced with numbers to effectively deal with financial statements, understand payroll, and speak the basic terminology of bookkeeping within the Federal Workplace. This training will address:

- Basic terminology
- Accounting methods
- Accounts payable and receivable
- Balance sheets
- Planning, budgeting, and control

There are no prerequisites for this course.

Budgets

This 1-day instructor-led course teaches participants a solid understanding of the Federal Workplace's basic financial terms and methods. This training will address:

- Commonly used terms
- Financial statements
- Budgets
- Forecasting
- Purchasing Decisions
- Financial Legislation

There are no prerequisites for this course.

Early Retirement Planning

Early Retirement Planning is a two-day instructor-led class that provides strategies for achieving financial independence and retiring early. Participants will explore investment planning, income diversification, and expense management tailored to early retirement goals. The course offers a roadmap for those looking to plan for a secure and sustainable early retirement.

- Develop strategies for financial independence and early retirement planning.
- Explore investment planning, income diversification, and effective expense management.
- Create a tailored plan for achieving a secure and sustainable retirement lifestyle.

There are no prerequisites for this course.

Finance for Non-Financial Managers

This 2-day, instructor-led course is designed to teach those who are inexperienced with numbers to effectively deal with financial statements, understand payroll, and speak the basic terminology of bookkeeping. This training will address:

- Basic terminology
- Accounting methods
- Accounts payable and receivable
- Balance sheets
- Planning, budgeting, and control

There are no prerequisites for this class.

Financial Planning for New Employees

Financial Planning for New Employees is a two-day instructor-led class that provides guidance on establishing sound financial habits early in one's career. Attendees will explore budgeting, savings, insurance, and retirement planning to build a solid financial foundation.

- Learn essential financial planning techniques, including budgeting, savings, and insurance.
- Understand the basics of retirement planning and how to start early for a secure future.
- Develop sound financial habits to build a strong foundation for long-term financial health.

There are no prerequisites for this course.

Mid Career Retirement

Mid Career Retirement is a one-day instructor-led class that guides professionals through the essential steps of retirement planning at the mid-point of their careers. This course covers financial strategies, benefit options, and planning tools specific to this career stage.

- Understand financial planning strategies tailored to the mid-point of one's career.
- Explore benefit options and retirement planning tools.
- Prepare for retirement by setting realistic goals and developing a comprehensive plan.

There are no prerequisites for this course.

New Employee Benefits

New Employee Benefits is a one-day instructor-led class aimed at new hires, offering guidance on navigating and maximizing employee benefits packages. The course includes understanding health insurance, retirement plans, and other employment perks.

- Navigate and maximize the benefits package as a new employee.
- Understand key components such as health insurance and retirement plans.
- Make informed decisions about employment benefits and perks.

There are no prerequisites for this course.

SALES AND CUSTOMER SERVICE

Customer Relationships

This 2-day, instructor-led course introduces the different facets of Customer Relationship Management (CRM). This training will address:

- Working through the benefits of CRM
- Analyzing the different components of a CRM plan
- Describing how customer relationship management can provide value for organizations and customers

There are no prerequisites for this course.

Customer Service

This 2-day, instructor-led course will look at all types of customers and how we can serve them better and improve ourselves in the process. This train Who are the customers

- Establishing your attitude
- Identifying customer needs
- Generating return business
- Electronic customer service

There are no prerequisites for this course

Customer Service Excellence

This 1-day, instructor-led course is ideal for students who are in the customer service field and want to improve their knowledge through customer service training. This training prepares students to:

- Be customer-focused and how a service-based culture can take an organization to the “next level”
- Understand the process of customer service
- Anticipate customer needs and properly handle customer issues as they arise

There are no prerequisites for this course.

Negotiating and Selling

Negotiating and Selling is a one-day instructor-led class designed to enhance negotiation and sales skills. Attendees will learn techniques for persuasive communication, understanding buyer behavior, and closing deals effectively.

- Develop advanced negotiation and sales techniques.
- Understand buyer behavior to tailor sales strategies effectively.
- Master the art of closing deals through persuasive communication.

There are no prerequisites for this course.

Sales Fundamentals

Sales Fundamentals is a one-day instructor-led class that covers the core concepts of sales, including prospecting, lead generation, and sales funnel management. Participants will learn effective techniques for engaging and securing customers.

- Master the fundamentals of sales, from prospecting to closing deals.
- Develop strategies for effective lead generation and sales funnel management.
- Learn techniques for engaging customers and securing sales in competitive markets.

There are no prerequisites for this course.

DiSC PERSONALITY PROFILE

DiSC – Workplace Training

This 1-day, instructor-led course begins with the completion of the DiSC personality profile. DiSC is a behavior assessment tool based on the DiSC theory of psychologist William Moulton Marston. It centers on four different personality traits: Dominance, Influence, Steadiness, and Conscientiousness. The remainder of the training is spent explaining each profile. Participants will learn about their unique approach to the following:

- Team building
- Communication
- Conflict management
- Sales
- Management
- Leadership

There are no prerequisites for this course.

DiSC Assessment & Communications Training

The objective of this program is to identify each participant's personality profile according to the DiSC Workplace assessment. Each participant's understanding of their DiSC profile will inform classroom lessons on principles of communication, emotional intelligence, and personal effectiveness. The program includes assessment, coaching, discussion, and group and individual activities. At the conclusion of this 3-day instructor-led course, participants will be able to do the following:

- Understand their DiSC Workplace assessment profile
- Apply their DiSC Workplace profile to communication, personal effectiveness, and developing emotional intelligence.
- Recognize the personality types of their coworkers.
- Identify and explain the traits of a skilled communicator.
- Identify and give examples of communication barriers.
- Practice good listening skills.
- Deal with communication situations assertively.
- Define emotional intelligence.
- Identify the basic human emotions.
- Identify their influences.
- Understand why motivation is important
- Identify common motivators
- Create a motivational climate
- Identify the types of teams.
- Identify their team player type.
- Develop a team action plan.

Prerequisites: Participants must take the DiSC assessment 5-10 days prior to Day 1 of classroom training.

Leadership Development – Featuring DiSC

This 10-day, instructor-led course begins with the completion of the DiSC personality profile. The objective of this program is to help non-supervisory employees recognize their personality styles and then guide them to apply their strengths to the tenets of leadership roles. Participants in this program learn about their personality and behavioral styles through a series of DiSC assessments. Following each DiSC assessment, participants will have a personalized coaching session to analyze their results. Each participant's understanding of their DiSC profile will inform classroom lessons on leadership principles. The program culminates with a project in which participants present a business case that solves an organizational issue in their workplace. Participants will get coaching and training in the following:

- Personality Types
- Time Management
- Continuous Learning
- Communication
- Listening Skills
- Emotional Intelligence
- Conflict Resolution
- Feedback
- Diversity Awareness
- Analysis and Problem Solving
- Motivation
- Delegation
- Strategic Thinking
- Knowledge Management
- Leadership Styles
- Team Building
- Transitioning into Higher Level Roles
- Negotiation and Persuasion
- Innovation in the Government

There are no prerequisites for this course.

MICROSOFT OFFICE SUITE

Microsoft Word 2016 Introduction

This 1-day, instructor-led course is designed to teach you about the tools and features of Microsoft Word 2016. You will learn how to:

- Create documents
- Format text
- Insert pictures, headers, and footers
- Create and format tables

There are no prerequisites for these courses.

Microsoft Word 2016 Intermediate

This 1-day, instructor-led course is designed to teach you to use the more advanced tools and features of Microsoft Word 2016. You will learn how to:

- Use Shapes, WordArt, and SmartArt
- Manage Documents
- Insert References and Hyperlinks
- Save and Share Documents

There are no prerequisites for these courses, however, MS Word 2016 Introduction might be helpful.

Microsoft Word 2016 Advanced

This 1-day, instructor-led course is designed to teach you advanced skills for power users of Microsoft Word 2016. You will learn:

- Advanced formatting
- Advanced document management
- Using references
- Creating mailings
- Creating and using macros and forms

MS Word 2016 Introduction and Intermediate will be helpful for this class.

Microsoft Excel 2016 Introduction

This 1-day, instructor-led course provides the basic concepts and skills to start being productive with Excel 2016. You will learn to:

- Create worksheets
- Format
- Manipulate data
- Create charts

MS Excel 2016 Introduction does not require any prerequisites.

Microsoft Excel 2016 Intermediate

This 1-day, instructor-led course builds on the concepts and skills of the Introduction course for more advanced analysis and presentation. You will learn to:

- Manage workbooks
- Use names in formulas
- Manipulate tables
- Summarize data
- Use PivotTables

MS Excel 2016 Intermediate does not require any prerequisites, but the MS Excel 2016 Introduction course is helpful.

Microsoft Excel 2016 Advanced

This 1-day, instructor-led course provides advanced tools for solving real-world problems in MS Excel 2016. You will learn:

- Logical and lookup functions
- Advanced formulas
- Special functions
- Importing and exporting
- Analysis
- Macros and forms

MS Excel 2016 Introduction and Intermediate or equivalent experience are recommended.

Microsoft Excel 2019 Introduction

This 1-day, instructor-led course provides the basic concepts and skills to start being productive with Excel 2019. You will learn how to:

- Create worksheets
- Format
- Manipulate data
- Create charts
- Output and share workbooks

MS Excel 2019 Introduction does not require any prerequisites.

Microsoft Excel 2019 Intermediate

This 1-day, instructor-led course builds on the concepts and skills of the Introduction course for more advanced analysis and presentation. You will learn how to:

- Manage workbooks
- Use names in formulas
- Manipulate tables
- Summarize data
- Use PivotTables
- Create presentations
- Collaborate with others

MS Excel 2019 Intermediate does not require any prerequisites, but the MS Excel 2016 Introduction course is helpful.

Microsoft Excel 2019 Advanced

This 1-day, instructor-led course provides advanced tools for solving real-world problems in MS Excel 2019. You will learn:

- Logical and lookup functions
- Advanced formulas
- Special functions
- Importing and exporting
- Analysis
- Macros and forms

MS Excel 2019 Introduction and Intermediate or equivalent experience are recommended.

Microsoft Excel 2021/365 Level 1

Microsoft Excel 2021/365 Level 1 is a one-day instructor-led class that introduces the basic features and functionalities of Microsoft Excel. Participants will learn spreadsheet basics, data entry, and fundamental formulas to start leveraging Excel for daily tasks.

- Understand the basic functionalities of Excel for spreadsheet management.
- Learn to perform data entry and apply fundamental formulas for calculations.
- Acquire the skills to manage and organize data effectively using Excel.

There are no prerequisites for this course.

Microsoft Excel 2021/365 Level 2

Microsoft Excel 2021/365 Level 2 is a one-day instructor-led class aimed at those familiar with basic Excel functionalities who are looking to improve their skills in data analysis and more complex functions.

- Enhance Excel skills with more complex functions and data analysis techniques.
- Learn to use tools for analyzing large data sets and generating insights.
- Explore advanced features of Excel for more sophisticated data management and presentation.

Prerequisites: Students should have completed the Level 1 class or have equivalent experience.

Microsoft Excel 2021/365 Level 3

Microsoft Excel 2021/365 Level 3 is a one-day instructor-led class designed for advanced Excel users. This course covers macros, advanced data analysis tools, and techniques for automating tasks within Excel.

- Master advanced Excel functions and tools for data analysis and automation.
- Learn to create and use macros to automate repetitive tasks and workflows.
- Develop expertise in using Excel for complex data manipulation and presentation.

There are no prerequisites for this course.

Microsoft Outlook 2016 Introduction

This 1- day, instructor-led course is designed to introduce you to the use of Microsoft Outlook 2016 in the workplace. After taking these courses, you will be able to manage:

- Email messages
- Contacts
- Tasks
- Events & calendars
- Meeting requests

There are no prerequisites for these courses.

Microsoft Outlook 2016 Advanced

This 1- day, instructor-led course is designed to introduce you to the use of Microsoft Outlook 2016 in the workplace. After taking these courses, you will be able to manage:

- Collaboration
- Mailbox Management
- Contact and calendar management

MS Outlook 2016 Introduction is recommended before taking this course.

Microsoft Access 2016 Introduction

This 1-day, instructor-led course is designed to teach you a working knowledge of Microsoft Access 2016 in the workplace. This course will teach you:

- Database Concepts
- Access Basics
- To create databases
- To work with fields and records
- Create and use forms
- Create and use reports

There are no prerequisites for this course.

Microsoft Access 2016 Intermediate

This 1-day, instructor-led builds on the knowledge of Microsoft Access 2016 in the workplace. This course will teach you:

- Relational Database Concepts
- To perform calculations
- To work with advanced form functions and report functions
- Design and create tables

MS Access 2016 Introduction is recommended before taking this course.

Microsoft Access 2016 Advanced

This 1-day, instructor-led shows you how to bring all the different Access objects to use advanced functions. This course will teach you:

- To design an application
- Macros
- Programming
- Subforms, dialog boxes, and controls

MS Access 2016 Introduction and Intermediate are recommended before taking this course

Microsoft Project 2016 Introduction

This 1-day, instructor-led addresses the features of MS Project. Students will learn to do the following:

- Navigate and understand the important features of the Microsoft Project environment
- Create a new project schedule from scratch
- Understand and work with task types, scheduling options, and task constraints
- Work with resources, including scheduling and assignment
- Manage the project schedule in accordance with the critical path and project baseline
- Print project views, dashboards, and various other kinds of reports

There are no prerequisites for this course.

Microsoft Project 2016 Advanced

This 1-day, instructor-led addresses the advanced features of MS Project. Students will learn to do the following:

- Work with the Quick Access Toolbar and advanced calendar topics
- Add task notes; set task deadlines and priorities; and group, sort, filter, highlight, and add fixed costs to tasks
- Group, sort, filter, and highlight resources; set resource working-time exceptions and pool resources for sharing; and create resource budget cost items
- Work with multiple baselines and interim plans, update a project schedule using a status date and resolve resource conflicts and scheduling issues
- Use the Task Form, Task Details Form, and Task Name Form; use the Resource Form and Resource Name Form; and understand the Relationship Diagram and compound views
- Consolidate projects using Master projects and Subprojects and work with Project Server, Project Online, and SharePoint
- Use Project data in other applications, and create final reports

Students should have some experience with MS Project to take this course

Microsoft Project 2019 Basic

Microsoft Project 2019 Basic is a one-day instructor-led class that introduces the key features of Microsoft Project. Attendees will learn how to create project plans, manage tasks, and track progress using Project 2019.

- Understand the basic features of Microsoft Project for project planning and management.
- Learn to create project schedules, assign resources, and track project progress.
- Develop skills to manage tasks effectively using Project 2019 tools.
- There are no prerequisites for this course.

Microsoft Project Advanced 2019

Microsoft Project Advanced 2019 is a one-day instructor-led class that dives deeper into advanced functionalities of Microsoft Project for complex project management scenarios, including resource allocation, progress tracking, and custom reporting.

- Master advanced Microsoft Project features for detailed project management.
- Learn to manage complex project scenarios with resource allocation and custom reporting.
- Gain expertise in advanced project tracking and analysis techniques for improved project outcomes.

Prerequisites: Participants should have completed Microsoft Project 2019 Basic or have equivalent experience.

Microsoft PowerPoint 2016 Introduction

This 1-day, instructor-led course is designed to introduce you to Microsoft PowerPoint 2016 in the workplace. After taking this course, you will understand how to:

- Develop a presentation
- Add graphical elements
- Add charts, tables, and graphs
- Deliver your presentation

There are no prerequisites for these courses.

Microsoft PowerPoint 2016 Advanced

This 1-day, instructor-led course builds on the concepts of Microsoft PowerPoint 2016 Introduction. After taking this course, you will understand how to:

- Customizing Design Templates
- Adding SmartArt
- Working with Media
- Collaborating
- Customizing a Slideshow
- Securing and Distributing a Presentation

MS PowerPoint 2016 is recommended before taking this course.

MS 50413: Mastering Microsoft Project 2010

This 3-day, instructor-led course is aimed at IT professionals who work with Microsoft Project 2010. It covers:

- Initializing Project 2010
- Task-based schedule creation
- Managing tasks & company resources
- Communicating project information
- Project tracking & analysis

This course will prepare you for the Microsoft 70-178 exam.

There are no prerequisites for this course. However, it may be helpful to have a basic understanding of project management principles before attending.

MS 50468: SharePoint 2010 End User Level 1

This 3-day, instructor-led course is directed toward any IT or business professional who uses SharePoint sites. It will teach you how to work with:

- SharePoint Lists
- List Management tasks
- Permissions
- Basic SharePoint Foundation sites

Prerequisites: Before taking this course, you should have a basic understanding of website functionality and experience working with SharePoint sites.

MS 50469: SharePoint 2010 End User Level 2

This 2-day, instructor-led course is intended for anyone responsible for managing SharePoint sites. It covers:

- The new SharePoint navigation ribbon
- New end-user features
- New features of My Sites
- Social computing features such as ranking & tagging

Prerequisites: Before taking this course, you must successfully complete MS 50468: SharePoint 2010 End User Level 1.

Microsoft SharePoint Level 1

This 1-day instructor-led course is for end users working in a SharePoint 2016 environment. It is an abbreviated version of our complete SharePoint End User class and is intended for people new to using SharePoint who will not be responsible for managing a SharePoint site. At the completion of this course, participants will be able to:

- Navigate a SharePoint 2016 Team Site
- Create SharePoint lists
- Customize SharePoint lists
- Create SharePoint libraries
- Manage library document versions
- Create SharePoint list and library views
- Integrate Office Outlook and Excel applications with SharePoint 2016

There are no prerequisites for this course.

Microsoft SharePoint Level 2

This 1-day instructor-led course is an intermediate course designed for the Site Owner. This course will help experienced SharePoint users learn how to create and manage sites. It will look at changes that have been made to the user interface, show users how to create new sites, libraries, and lists, as well as change site settings and manage site options. At the completion of this course, participants will be able to:

- Create a New Site
- Add and configure libraries
- Add and configure lists
- Configure Site Settings
- Assign Permission and Access Rights

Prerequisites: Microsoft SharePoint Level 1 or equivalent experience.

Microsoft SharePoint Level 3

This 1-day instructor-led course covers more advanced features of SharePoint, such as collection administration, from planning to reporting. At the completion of this course, participants will be able to:

- Create and configure site collections
- Configure top-level sites
- Configure site collection metadata
- Practice archiving and compliance
- Create workflows
- Implement and configure search

There are no prerequisites for this course.

Microsoft SharePoint End User

This 1-day, instructor-led course is customized to work with DISA DEPS governance. It covers:

- Accessing SharePoint
- SharePoint Libraries
- Search
- Using SharePoint Task Lists
- Working with Calendars
- SharePoint Wikis
- Discussion Boards

Prerequisites: Participants should have some experience with MS Office.

Microsoft SharePoint (Customized)

This 5-day, instructor-led course is customized to work with DISA DEPS governance. It covers:

- Organization and Development of SharePoint Sites
- Site Collections
- Libraries and Lists
- Managing Permissions
- Office Integration
- Search and Views.
- Consistency Across Sites
- Displaying Data with Web Parts
- Document Management through Workflows

Prerequisites: Participants should have some experience with MS Office.

WEB APPLICATIONS

Google Applications

Google Applications is a one-day instructor-led class that focuses on maximizing productivity using Google's suite of applications. Attendees will learn how to effectively use tools like Google Docs, Sheets, Slides, and Drive for collaboration and business operations.

- Master the use of Google Docs, Sheets, Slides, and Drive for professional purposes.
- Enhance collaboration and productivity through the effective use of Google applications.
- Learn tips and tricks for optimizing work processes with Google's tools.

There are no prerequisites for this course.

Intermediate Excel with Google Sheets

Intermediate Excel with Google Sheets is a one-day instructor-led class that builds upon basic spreadsheet skills, teaching more advanced functions and data analysis techniques in both Microsoft Excel and Google Sheets.

- Master advanced spreadsheet functions and techniques for data analysis in Excel and Google Sheets.
- Learn how to use both platforms for effective data management and presentation.
- Enhance productivity with skills in creating complex formulas, charts, and data visualizations.

Advanced Excel with Google Sheets

Advanced Excel with Google Sheets is a one-day instructor-led class that merges the functionalities of Microsoft Excel with the collaborative features of Google Sheets. This course will guide participants through complex functions, data analysis techniques, and automation tools to streamline workflow. Attendees will gain hands-on experience in using advanced features of both applications to manage and interpret large datasets effectively.

- Master advanced functions and formulas in Excel and Google Sheets for complex data analysis.
- Utilize automation tools and techniques to streamline data management and workflow processes.
- Develop skills in creating dynamic and interactive data reports for effective data interpretation and decision-making.

There are no prerequisites for this course.

DATA ANALYTICS

Advanced Analysis

This 3-day, instructor-led course will teach students to control the entire analytic process by deciphering large amounts of data and effectively communicating the information they derive. Upon completion of this course, students will understand the following:

- Predictive modeling basics
- Linear regression
- Classification models
- Segmentation modeling/cluster analysis
- Spreadsheet models/optimization
- Data analysis using R
- Decision analysis

Prerequisites: Students are encouraged to take Data Analytics Level 1 or have the equivalent data analysis experience before taking this course.

Analytics/Basic Statistics/Metrics

This 4-day, instructor-led course toward individuals hoping to understand the basics of extracting meaning from data sets. This course covers the following:

- The research process and statistical reasoning
- Populations and samples
- Planning and conducting a study
- Graphical representations of data using dot plots, stem plots, histograms, cumulative frequency plots, and boxplots
- Measuring position using quartiles, percentiles, and z-scores
- Measuring center using mean, median, and mode
- Measuring spread using range, interquartile range, and standard deviation
- Anticipating patterns using probability
- Standard normal distribution
- Extracting a random sample from a population
- Identifying the reliability of an estimate using confidence intervals
- Identifying relationships between variables with correlation and regression analysis

Prerequisites: Students are encouraged to take Analytics/Basic Statistics/Metrics or have the equivalent data analysis experience before taking this course.

Analytics Boot Camp

This 5-day, instructor-led course will focus on using MS Excel functionalities for data analysis and, ultimately, decision making. This course will provide students with the knowledge to:

- Summarize data effectively
- Use advanced problem-solving techniques to develop a thorough understanding of the data
- Calculate and select the most appropriate central tendency measures
- Identify and avoid hidden bias
- There are no prerequisites for this course.
- Standard normal distribution
- Extracting a random sample from a population
- Identifying the reliability of an estimate using confidence intervals
- Identifying relationships between variables with correlation and regression analysis

There are no prerequisites for this course.

CompTIA Data +

This 5-day instructor-led course will review the skills and knowledge needed to perform professional data-driven tasks, including making data-driven business decisions, performing data mining, manipulating data, visualizing and reporting data, performing basic data statistical methods, and understanding complex datasets. This course is intended for Data Analysts, Reporting Analysts, Business Data Analysts, Business Intelligence Analysts, Marketing Analysts and Operations Analysts. This course can also be used to help those interested in taking the CompTIA's DAO – 001 exam. Course topics will include:

- Mining data
- Manipulating data
- Visualizing and reporting data
- Applying basic statistical methods
- Analyzing complex datasets while adhering to governance and quality standards throughout the entire data life cycle

There are no prerequisites for this course.

Data Analysis and Briefings

Data Analysis and Briefings is a two-day instructor-led class that focuses on the analysis of data and the effective communication of insights. Participants will learn how to interpret data sets, perform statistical analysis, and present findings in a clear and compelling manner. The course is ideal for professionals who need to transform data into actionable intelligence for decision-making.

- Develop skills in interpreting and analyzing diverse data sets.
- Learn statistical analysis techniques to extract meaningful insights from data.
- Master the art of presenting data findings effectively to inform decision-making processes.

There are no prerequisites for this course.

Data Analysis Level 1

This 3-day, instructor-led course toward individuals hoping to understand the basics of extracting meaning from data sets. This course covers the following:

- Exploring data
- Probability and decision-making
- Statistical inference
- Regression analysis and time series forecasting
- Optimization and simulation modeling
- Data mining

Prerequisites: There are no prerequisites for this course.

Data Analysis Level 2

This 3-day, instructor-led course toward individuals hoping to understand the basics of extracting meaning from data sets. This course covers the following:

- Population and sample parameters
- Confidence intervals
- Margin of error
- t distribution
- Hypothesis testing
- Test statistics
- Critical values
- p-value
- And more!

Prerequisites: Students are encouraged to take Data Analysis Level 1 or have the equivalent data analysis experience before taking this course.

Data Practitioner

Data Practitioner is a two-day instructor-led class that provides a comprehensive introduction to the field of data analysis. Attendees will explore the fundamental techniques of data manipulation, visualization, and interpretation. This course is designed for individuals looking to gain practical skills in data handling and analysis.

- Understand fundamental data analysis techniques, including manipulation, visualization, and interpretation.
- Gain practical experience in handling and analyzing data sets.
- Learn best practices for visualizing data to communicate insights clearly and effectively.

There are no prerequisites for this course.

Data Science Essentials

Data Science Essentials is a four-day instructor-led class that introduces the core concepts of data science, including statistical analysis, machine learning, and data visualization. Participants will learn to use tools and algorithms to extract insights from data and apply them in various business contexts. The course aims to provide a foundational understanding for those entering the data science field.

- Acquire foundational knowledge in statistical analysis, machine learning, and data visualization.
- Learn to apply data science tools and algorithms for business insights.
- Understand the practical applications of data science in various industry contexts.

There are no prerequisites for this course.

Data Science for Leaders: Building a Data Driven Strategy

This 2-day, instructor-led course teaches leaders and executives how to identify opportunities to make better decisions by utilizing new insights from data. At the conclusion of this course, students will be able to

- Choose the correct tools, techniques, and approaches for data science projects
- Avoid pitfalls when drawing conclusions from data
- Create a strategy for building a data science team

While no prerequisites are required, people with some experience working with data will benefit the most from this course.

Data Science for Leaders: Data Science Methodology

This 2-day, instructor-led course teaches leaders and executives data science methodology. At the conclusion of this course, students will be able to

- Oversee data science projects
- Understand how data mining algorithms work so they can better direct their teams
- Improve communication between domain experts and technical talent
- Need to maximize the impact of their data through new insights

While no prerequisites are required, we recommend that all students have either completed the "Building a Data-Driven Strategy" course or have knowledge of data infrastructure, tools, and applications.

Data Visual Design and Storytelling

Data Visual Design and Storytelling is a two-day instructor-led class that teaches the principles of designing engaging and informative data visualizations. Attendees will learn how to tell compelling stories with data using graphic design principles and visualization tools. By the end of the course, participants will be able to present data in a way that is both aesthetically appealing and easy to understand.

- Master the principles of graphic design as applied to data visualization.
- Learn to craft compelling stories through data for engaging presentations.
- Acquire skills in using visualization tools to create visually appealing and informative data presentations.

There are no prerequisites for this course.

Data Visualization

Data Visualization is a four-day instructor-led class focused on creating clear and impactful visual representations of data. This course will guide participants through the process of transforming complex data sets into intuitive charts and graphs. Attendees will learn to use visualization tools to facilitate better understanding and communication of data insights.

- Develop expertise in transforming complex data into intuitive visual formats.
- Learn to utilize advanced visualization tools for data representation.
- Enhance skills in communicating data insights through effective visual presentations.

There are no prerequisites for this course.

Design and Analysis of Experiments

This 4-day instructor-led course will teach participants to design effective experiments and analyze their results. Upon completing the course, students will know how to:

- Plan experiments with results that can be reliably analyzed
- Check model assumptions
- Perform common types of analysis on results
- Adjust for confounding or random factors

There are no prerequisites for this course.

Introduction to Analytics

Introduction to Analytics is a two-day instructor-led class that introduces the basics of data analysis. Participants will gain insights into data interpretation, the use of analytical tools, and how to apply analytics to business decisions.

- Gain foundational knowledge in data interpretation and analysis.
- Learn to use analytical tools to derive insights from data.
- Apply analytical skills to support informed business decision-making.

There are no prerequisites for this course.

Introduction to Data Science, R, and Visualization

This 4-day, instructor-led course teaches data analysts what data science is, how it is used in organizations large and small, and how to manipulate and visualize data with a free, open-source tool called R. At the conclusion of this course, students will be able to do the following:

- Clean and visualize large amounts of data quickly
- Automate data cleaning and visualization tasks
- Work with data more effectively to discover new insights
- Develop advanced data analysis skills

While no prerequisites are required, people with some experience working with data are best suited for this course. No background in math or programming is required.

Introduction to Statistics

Introduction to Statistics is a two-day instructor-led class covering the fundamental concepts of statistical analysis. This course will teach participants how to collect, analyze, and interpret data to make informed decisions.

- Understand basic statistical concepts and methods for data analysis.
- Learn to collect, analyze, and interpret data effectively.
- Apply statistical analysis to inform decision-making processes.

There are no prerequisites for this course.

- Understand the JSIG Risk Management Framework and its application in Special Access Programs.
- Conduct thorough risk assessments and develop effective mitigation strategies.
- Apply JSIG guidelines to ensure the security and protection of national security information.

There are no prerequisites for this course.

Introduction to Unsupervised Machine Learning and Network Analysis

This 4-day, instructor-led course teaches data scientists and analysts how to find new patterns in their data, use powerful data mining and network analysis techniques, identify key influences, and identify different groups and communities. At the conclusion of this course, students will be able to do the following:

- Use clustering to mine data for patterns and trends
- Measure trust among people
- Predict connections
- Make recommendations
- Build simulations of how messages and information spreads

Students should have taken the Introduction to Data Science, R, and Visualization course or should have the equivalent knowledge of data manipulation, cleaning, and visualization.

Supervised Machine Learning: Classification Algorithms

This 4-day, instructor-led course teaches analysts how to predict behavior and events and make product recommendations based on multiple factors. By the end of the course, students will be able to build classification models and evaluate the accuracy of predictive algorithms. Classification algorithms answer the question, "What is the person or object like?" "What is the likelihood that an event will happen or that a person is part of a particular group?" Applications include fraud detection, cyberattack, and intrusion detection, anticipating employee and customer behavior and detecting other threats and events. At the conclusion of this course, students will be able to do the following:

- Build classification models
- Evaluate the accuracy of predictive algorithms.

Students should have taken the Introduction to Data Science, R, and Visualization course or should have the equivalent knowledge of data manipulation, cleaning, and visualization. Students should also have to take the Regression and Time-Series Analysis course or be familiar with linear regression and basic statistics concepts such as standard deviation, p-values, etc.

Supervised Machine Learning: Regression and Time-Series Analysis

This 4-day, instructor-led course teaches data scientists and analysts how to forecast trends based on multiple variables and factors. Students will learn how to forecast economic trends, utilization rates, and customer demand, as well as a variety of other activities. By the end of this course, students will be able to build single and multivariate regression models, assess statistical significance, and validate models for explanatory power and bias. Students also will be able to use time-series models to identify seasonality patterns and create forecasts for cyclical data. After this course, students will be able to do the following:

- Build single and multivariate regression models
- Assess statistical significance and validate models for explanatory power and bias
- Use time-series models to identify seasonality patterns and create forecasts for cyclical data

Students should have taken the Introduction to Data Science, R, and Visualization course or should have the equivalent knowledge of data manipulation, cleaning, and visualization.

Tableau Desktop Fundamentals

This 1-day instructor-led course will introduce participants to Tableau software. It covers:



- Worksheets
- Dashboards
- Data Stories

Prerequisites: This course is intended for those familiar with using desktop and/or web-based data management tools to perform data analysis-related tasks. Some experience with Microsoft Excel and Google Sheets is helpful.

Tableau Desktop Intermediate

This 1-day instructor-led course builds upon the skills and techniques developed during Tableau Fundamentals. It covers:

- data blending
- data refining
- data visualizations
- statistical analysis
- forecasting
- data graphing

Prerequisites: This course is intended for students with prior working knowledge of Tableau and who wish to enhance their skills. Knowledge of using Tableau to perform numerical or general data analysis, visualization, and reporting is expected.

Text Mining and Natural Language Processing

This 4-day, instructor-led course teaches data scientists and analysts how to work with text data in R, how to classify documents, and how to summarize bodies of text. By the end of this course, students will be able to import, clean, and parse various types of text data with R, automatically summarize text, identify key elements in the text data, classify documents, apply topic models to understand themes, and measure sentiment. While all use cases in this course will focus on text analysis, students will learn many critical techniques of data science, including selecting the right variables for their analyses, extracting the best combinations of variables to identify patterns, and how to measure similarity between data points to segment them into groups. These methods have broad applications outside of text mining. At the conclusion of this course, students will be able to do the following:

- Import, clean, and parse various types of text data with R
- Automatically summarize text
- Identify key elements in the text data
- Classify documents
- Apply topic models to understand themes and measure sentiment

Students should have taken the Introduction to Data Science, R, and Visualization course or should have the equivalent knowledge of data manipulation, cleaning, and visualization.

INCOSE

INCOSE® Associate Systems Engineering Professional (ASEP) & Certified Systems Engineering Professional (CSEP)

This 3-day, instructor-led course combines both the ASEP and CSEP material into one. It is designed for junior-level systems engineering professionals, and it covers:

- System Engineering Fundamentals
- Management
- Processes
- Skills & methodologies

This course will prepare you for the ASEP and CSEP Certification exams.

There are no prerequisites for this course. However, you must have the ASEP Certification before trying for the CSEP Certification and have at least five years of work experience. You must also become an INCOSE® member to receive INCOSE® certifications.

INCOSE® Expert Systems Engineering Professional (ESEP)

This 5-day, instructor-led course is intended for advanced systems engineering professionals in a leadership position. It covers:

- ESEP application process
- ESEP requirements

This course will prepare you for the ESEP Certification exam.

Prerequisites: Before taking this course, you should have at least ten years of work experience and be an INCOSE® member.

GOVERNMENT-SPECIFIC TRAINING

Appropriations Law Refresher and Update

This 2-day instructor-led course provides an update on federal appropriations law that is needed to learn about new laws, precedents, and court decisions. This training is designed for individuals who attended the Federal Appropriations Law course more than three years ago. The material includes updates on the latest changes in the GAO's Principles of Federal Appropriations Law (Red Book) and covers recent case rules.

There are no prerequisites for this course.

Contracting Basics for COTRs

This 5-day, instructor-led course is ideal for Contracting Officer's Representatives (CORs), Technical Officers (TOs), Contracting Officer's Technical Representatives (COTRs), and Project Officers (POs). Students will learn:

- The fundamental knowledge of the federal acquisition process
- The skills to effectively perform their job duties as a representative of the contracting officer.

There are no prerequisites for this course.

Contracting Basics for Support and Administrative Personnel

This 1-day, instructor-led course is ideal for new Level I Contract Officer's Representatives (CORs). Students will learn:

- The federal acquisition process
- Their new roles and responsibilities
- Contract monitoring, payment, ethics, documentation, and proper communication

There are no prerequisites for this course.

Effective Government Correspondence

This 2-day, instructor-led course covers the following topics:

- 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

There are no prerequisites for this course.

eMASS Managers Overview

Through this 1-day course, students will proceed step-by-step through the RMF authorization process. Our qualified instructors show cybersecurity leaders how to get the most out of every vital screen. Participants in this course will be the go-to authority on every important field and feature. Approach your next A&A with the knowledge that gets results!

Prerequisites: Participants should have knowledge of and experience with information security systems and best practices

eMASS Workshop

This 3-day workshop ensures that IA professionals are well versed in the capabilities and application of this dynamic tool. Students in our three-day workshop will learn to navigate eMASS to support the creation, assessment, and authorization of a complete A&A package. In addition to expert instruction, students spend much of the class completing exercises that will prepare them to create a complete authorization package. Our experienced instructors guide students through every role with eMASS and customize the training session so students walk away ready to provide their team with the full benefit of this important tool. The course concludes with an exit exam to ensure that students know to take full advantage of eMASS

Prerequisites: Participants should have knowledge of and experience with information security systems and best practices.

Employee Performance Discussion

This 2-day, instructor-led course covers the following topics:

- 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

There are no prerequisites for this course.

Federal Appropriations Law

This 3-day, instructor-led course is designed for program managers, accountants, budget analysts, auditors, purchase card holders, approving managers, contracting officers, certifying officers, and attorneys who work for the federal government. Topics include:

- Basics of appropriations law
- Determining the legal availability of appropriations
- Legal obligation of funds
- Ensuring correct fund sources are charged for obligations and the correct course of action when funds need to be transferred or reprogrammed.
- Avoiding a negative audit or congressional report, violations of the Antideficiency Act (ADA), and spending personal money to correct errors

There are no prerequisites for this course.

Federal Appropriations Law Update

This 1-day, instructor-led course is designed for anyone who took the Appropriations Law training course more than three years ago. This training will:

- Bring students up to date on the latest changes in the GAO's Principles of Federal Appropriations Law
- Cover recent appropriations law case rulings
- Address topics such as lobbying, personal services equipment, gifts, contests, serving food and refreshments, grants, expenses, credit monitoring services, and Anti-Deficiency Act (ADA) reporting requirements.

There are no prerequisites for this course.

Federal Budget Process

This 2-day, instructor-led course is designed for government employees dealing with the process or effects of federal budgeting. This training will provide an understanding of the following elements of the federal process:

- The President's budget submission
- Framework
- Timetable
- Budget resolution
- Budget reconciliation
- The 'Byrd Rule'
- Appropriations
- Budget execution

There are no prerequisites for this course.

Federal Budgeting for Non-Budgeting Personnel

This 3-day, instructor-led course covers the following topics:

- Common budget terms and use them appropriately
- Key characteristics of object class budgets and program budgets
- Constructing an operating budget
- Valuable techniques for estimating costs
- Estimating staff salaries, travel, and contract costs with confidence

There are no prerequisites for this course.

Federal Performance Management

This 3-day, instructor-led course covers the following topics:

- The basis for performance decisions
- The current federal performance management systems
- How performance distinctions will be measured
- How to help employees progress toward established performance goals
- How to evaluate performance against established standards and communicate results

There are no prerequisites for this course.

Financial Management and Business Operations in Government

Financial Management and Business Operations in Government is a one-day instructor-led class that offers a comprehensive overview of the financial systems, regulations, and operations unique to the public sector. Participants will gain insights into budgeting, procurement, and fiscal responsibility within government entities.

- Understand the financial systems and regulations governing public sector operations.
- Gain insights into effective budgeting and procurement practices in government settings.
- Learn principles of fiscal responsibility and financial management in the public sector.

There are no prerequisites for this course.

Financial Planning for First-Term FERS Employees

Financial Planning for First Term FERS Employees is a two-day instructor-led class specifically designed for new federal employees under the Federal Employees Retirement System. The course covers the basics of retirement benefits, investment options, and strategies for long-term financial planning.

- Understand the Federal Employees Retirement System (FERS) and retirement benefits available.
- Explore investment options and strategies suitable for federal employees.
- Develop a long-term financial plan that incorporates retirement savings and benefits planning.

There are no prerequisites for this course.

Fire Fighters Pre Retirement

Fire Fighters Pre Retirement is a three-day instructor-led class tailored for firefighters approaching retirement. The course addresses retirement planning, benefits, and transition strategies specific to the needs of service members in the firefighting profession.

- Explore retirement planning strategies and benefits specific to firefighters.
- Learn about transition strategies to adapt from a service role to retirement.
- Prepare for retirement with a focus on financial planning, health, and lifestyle changes.

There are no prerequisites for this course.

Fundamentals of Analyzing Processing Data

This 4-day, instructor-led course is ideal for all federal financial management personnel, including consultants, management analysts, and budget analysts. Upon completion of this course, students will:

- Understand the significance of data analysis as it relates to federal financial management
- Have acquired intermediate MS Excel skills
- Conduct a break-even analysis and a variance analysis
- Calculate internal rate of return and report on NPV
- Use querying theory to assess program performance

There are no prerequisites for this course.

Government Acquisition and Procurement

This 3-day, instructor-led course is ideal for those new to federal contracting and will provide attendees with the knowledge and skills to be successful in the federal contracting environment. Students will learn:

- The goals, objectives, and vision of the federal acquisition process
- The roles and responsibilities of key participants in the acquisition process
- The underlying sources of federal contract law
- Organizing the acquisition function
- The Federal Acquisition Regulation (FAR) System
- The principal contracting functions
- Standards of conduct and ethics

There are no prerequisites for this course.

How to Be an Action Officer

This 2-day, instructor-led course covers the following topics:

- DoD organizational structure
- Action Officer roles and responsibilities
- Effective writing
- Packaging a document
- Staffing and preparing action packages
- Staff Action Control and Coordination Portal (SACCP)
- Effective briefing: Have the skills needed to implement a portfolio management process
- Identify and use the appropriate tools, techniques, and resources for effective portfolio management

There are no prerequisites for this course.

How to Handle Federal Employee Leave

This 1-day, instructor-led course is for federal HR specialists and other managers who handle leave and other medical documentation. It covers:

- Legal requirements and regulations
- Labor contracts and how they define leave
- Different types of leave, including medical, disability, and absence
- Leave and medical documentation

There are no prerequisites for this course.

Interviewing Techniques for the Government

This 2-day, instructor-led course covers the following topics:

- How to obtain useful information from candidates so that better selection decisions can be made
- How to 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
- How to conduct effective, structured interviews
- How to define benchmark responses that permit you to rate or score applicant responses

There are no prerequisites for this course.

Job Analysis and Assessment Development

This 3-day, instructor-led course covers the following topics:

- 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 appropriate applicant assessment and selection criteria
- Develop plans based on training, education, and experience to effectively measure applicants' abilities to do the work
- Consider other assessment methods

There are no prerequisites for this course.

Joint SAP Implementation Guide (JSIG) Risk Management Framework

Joint SAP Implementation Guide (JSIG) Risk Management Framework is a five-day instructor-led class focused on the risk management framework used in Special Access Programs. Participants will learn about the JSIG guidelines, risk assessment, and mitigation strategies within the context of national security.

Managing Employee Conduct and Performance

This 2-day, instructor-led course covers the following topics:

- The difference between a performance problem and a conduct problem
- Determining when employee conduct is actionable
- Deciding whether to take formal or informal action
- The most common factors in assessing penalties
- Following the correct steps in a performance counseling session
- Writing a performance improvement plan
- The steps in a performance-based action

There are no prerequisites for this course.

Mid-Career Retirement Planning

This 2-day, instructor-led course is designed for professionals wishing to improve their retirement outlook and develop a realistic retirement plan. This course will provide students with the knowledge to:

- Prepare a retirement readiness index and a financial plan based on their retirement income needs
- Navigate through the tax-deferred Thrift-Savings Plan (TSP) retirement savings and investment account and the Federal Employees Retirement System (FERS) defined benefit contributory account
- Optimize their contributions to each of these accounts
- Develop a thorough understanding of how civil service annuity and Social Security benefits are calculated and how health and life insurance benefits carry over into retirement

There are no prerequisites for this course.

Mid Career Retirement - DLA

Mid Career Retirement - DLA is a two-day instructor-led class tailored for Defense Logistics Agency employees. The course focuses on the specific retirement planning needs and benefits applicable to DLA employees, helping them prepare for retirement.

- Learn about DLA-specific retirement benefits and planning needs.
- Develop a personalized retirement strategy considering DLA employment.
- Understand how to maximize retirement benefits as a DLA employee.

There are no prerequisites for this course.

Planning, Programming, Budgeting and Execution

This 3-day, instructor-led course is ideal for individuals responsible for financial, program, and resource management who would benefit from learning more about the development of budgets within the Department of Defense (DoD). Upon completion of this course, students will learn:

- The roles and relationships involved in the PPBE process, services program, and budget submissions
- Congressional enactment process and its effect on PPBE and basic elements of DoD budget execution

There are no prerequisites for this course.

Position Classification for Supervisors and Administrative Staff

This 2-day, instructor-led course covers the following topics:

- The legal basis, structure, and primary tools of the General Schedule system
- Procedures used to classify federal positions using the Factor Evaluation System
- The FES factors to position descriptions
- Procedures used to classify narrative system positions
- Procedures used to classify leader and supervisory positions
- The FLSA and its requirements
- The requirements for position management and classification appeals

There are no prerequisites for this course.

Pre-Retirement Planning

This 2-day, instructor-led course is designed for professionals wishing to improve their retirement outlook and develop a realistic retirement plan. This course will provide students with knowledge of:

- Informed retirement decisions
- Civil Service Retirement System (CSRS)
- Federal Employee Retirement System (FERS)
- How Social Security benefits are calculated
- How health and life insurance benefits carry over into retirement
- Medicare and Thrift Savings Plan (TSP) withdrawal options
- Financial, estate, and "life" planning

There are no prerequisites for this course.

Retirement, Benefits, and Financial Planning Seminar for CSRS Employees

Retirement, Benefits, and Financial Planning Seminar for CSRS Employees is a two-day instructor-led class focusing on retirement planning for Civil Service Retirement System (CSRS) employees, covering topics like pension benefits and post-retirement financial strategies.

- Understand CSRS retirement benefits and how to maximize them.
- Plan for retirement with strategies for savings, investments, and managing expenses.
- Navigate post-retirement financial planning for a secure and fulfilling retirement.

There are no prerequisites for this course.

Retirement, Benefits, and Financial Planning Seminar for Late Career FERS Employees

Retirement, Benefits, and Financial Planning Seminar for Late Career FERS Employees is a two-day instructor-led class that provides retirement planning advice for those nearing the end of their federal service careers under the Federal Employee Retirement System (FERS).

- Navigate the complexities of FERS retirement benefits and planning for late-career employees.
- Develop a comprehensive financial plan for retirement, including savings, investments, and estate planning.
- Understand post-retirement benefits and how to maximize them for a secure retirement.

There are no prerequisites for this course.

Retirement, Benefits, and Financial Planning Seminar for Mid-Career FERS Employees

Retirement, Benefits, and Financial Planning Seminar for Mid-Career FERS Employees is a two-day instructor-led class tailored to federal employees in the middle of their careers, focusing on long-term financial planning and retirement preparedness.

- Develop a long-term financial planning strategy for mid-career FERS employees.
- Understand FERS benefits and how to maximize them for retirement.
- Prepare for retirement with investment strategies and savings plans tailored to mid-career needs.

There are no prerequisites for this course.

Understanding Federal Budget Formulation

This 3-day, instructor-led course is designed for budget analysts and financial resource professionals who compile data and information to make educated decisions regarding future programs, funding, or budget strategies. This training will focus on:

- Locating the major sources of budget formulation
- Formulating a unit budget
- Determining unit budget requirements
- Writing budget justifications
- Budgeting capital assets
- Preparing and integrating a performance budget into the formulation process
- Preparing a program assessment

There are no prerequisites for this course.

Writing Federal Position Descriptions

This 2-day, instructor-led course covers the following topics:

- The basic principles of position planning
- The do's and don'ts in writing position descriptions
- Supervisory responsibilities in writing PDs
- The components of General Schedule non-supervisory and supervisory position descriptions
- The factors necessary for writing General Schedule nonsupervisory and supervisory position descriptions
- Complete and accurate General Schedule nonsupervisory and supervisory position descriptions
- The components of FWS non-supervisory and supervisory position descriptions
- The factors necessary for writing FWS nonsupervisory and supervisory position descriptions
- Complete and accurate Federal Wage System non-supervisory and supervisory position descriptions

There are no prerequisites for this course.