

# Nationwide Training Schedule

January – December 2019

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**Communication and Professional Skills**

**Government Audit Training Institute**

**Federal Acquisition and Financial Management**

**Federal Human Resources Management**

**Leadership and Management**



# **Graduate School** USA

## **Digital Catalog**

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  - Government Audit Training Institute
  - Federal Acquisition and Contracting
  - Financial Management
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  - Leadership and Management
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## Communication and Professional Skills

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- Critical Thinking
- Managing Multiple Priorities
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- Time Management

### Communication Skills

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- Briefing Techniques
- Communication Skills
- Communicating for Results
- Constructive Conflict Resolution
- Effective Communication with Customers
- Increasing Personal Effectiveness
- Interpersonal Communications
- Listening and Memory Development
- Positive Approaches to Difficult People
- Speaking with Clarity
- Speaking with Confidence

### English and Writing Skills

- Clear Writing through Critical Thinking
- Editing for Impact
- Effective Government Correspondence
- Essentials of English
- Executive Writing
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# Government Audit Training Institute

To view details about a specific course, click on the title.

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Analysis Techniques for Auditors	Federal Appropriations Law Refresher and Update
Army Managers' Internal Control Administrators' Course	Government Auditing for Non-Auditors
Assessing Controls in Performance Audits	Government Auditing Standards: Review and Update
Assessing Financial-Related Activities and Controls	Information Systems Auditing
Assessing the Reliability of Computer-Processed Data	Information Technology for Auditors
Auditing with Data Analytics <b>NEW</b>	Intermediate Performance Auditing
Audit Evidence and Documentation	Interviewing Techniques for Auditors
Auditing Grants	Making Your Case to Prosecute Fraud
Auditing Outsourced Government Services	Manager's and Auditor's Roles in Assessing Internal Control (OMB Circular A-123, GAO Green Book)
Auditing Performance Outcomes	Managing the Audit Engagement
Basic Governmental Auditing	Planning Audit Assignments
Clear Writing through Critical Thinking	Practical Statistical Sampling for Auditors
Compliance Auditing	Presentation Skills for Auditors
Conducting Performance Audits	Prevention and Detection of Fraud
Contract Auditing	Quick Response Auditing
Contract and Procurement Fraud	Reviewing Other People's Report Writing
Creative Thinking for Auditors	Selecting and Planning Audits for Return on Investment
Data Analytics: Tools and Techniques	Skills for Leading and Managing Audit Projects
Developing and Presenting Audit Findings	The Art of Testifying
Effective Audit Resolution, Follow-up and Implementation <b>NEW</b>	The Governmental Audit: From Planning to Reporting
Effective Audit Supervision	Using Metrics to Assess Performance
Emotionally Intelligent Auditor: A Guide to Achieving Power With People	Writing Audit Reports by Objectives
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# Federal Acquisition and Contracting

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### Federal Budgeting

Budget Execution  
Budget Formulation  
Budget Justification and Presentation  
Congressional Budget Process  
Federal Budgeting for Non-Budgeting Personnel  
Federal Budget Process  
Federal Budget Analysis Using Microsoft Excel  
Introduction to Federal Budgeting  
Planning, Programming, Budgeting, and  
Execution (PPBE)  
Planning, Budgeting, and Performance Measurement  
Planning, Programming, Budgeting, and Execution  
(PPBE) Army

### General Financial Management

Army Managers' Internal Control  
Administrators' Course  
Defense Working Capital Funds  
Federal Budgeting, Execution, and Accounting:  
The Relationship **NEW**  
Decision Support Analytics

Enhanced Defense Financial Management Training  
Course (EDFMTC)  
Federal Financial Systems & Policies  
Intermediate Decision Support Analytics  
Introduction to Financial Management  
Non-Defense Working Capital Funds  
Understanding Federal Financial Statements  
Manager's and Auditor's Roles in Assessing Internal  
Control (OMB Circular A-123, GAO Green Book)

### Federal Appropriations Law

Antideficiency Act  
Appropriations Law for Reimbursements, Revolving  
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Federal Appropriations Law  
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### Federal Travel Regulations

Travel Regulations for Non-Defense Agencies,  
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(TDY and PCS)  
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To view details about a specific course, click on the title.

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Federal Human Resources Management

[Online Course](#)

Federal Human Resources Management for  
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Federal Human Resources Management

Federal Human Resources Management for  
Supervisors and Managers

Freedom of Information and Privacy Acts

### Recruitment, Staffing, and Placement

Recruitment, Staffing, and Placement Courses by  
OPM Proficiency Level

Federal Staffing [Online Course](#)

Basic Staffing and Placement [Online Course](#)

Federal Staffing and Placement

Qualifications Analysis

Job Analysis and Assessment Development

Examining for Federal Wage System Jobs

Adjudicating and Applying Veterans' Preference

[Online Course](#)

Adjudicating and Applying Veterans' Preference

Behavioral Job Interviewing to Hire the Best

Recruitment Strategies Using Social Media

Staffing for Support Staff

Preparing for a Reduction in Force

Planning and Conducting a RIF

Calculating Service Computation Dates

### Human Resources Processing and Analysis

HR Processing and Analysis Courses by  
OPM Proficiency Level

Basic Processing Personnel Actions [Online Course](#)

Processing Federal Personnel Actions

Adjudicating and Applying Veterans' Preference

[Online Course](#)

Adjudicating and Applying Veterans' Preference

Calculating Service Computation Dates

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Employee Benefits Administration Courses by  
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Federal Employee Benefits

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Workers Compensation and Disability Retirement

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Position Classification: An Introduction

[Online Course](#)

Principles of Classification

Position Classification

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Advanced Position Classification

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Fair Labor Standards Act

Position Classification for Supervisors and  
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Pay Setting for GS Positions [Online Course](#)

Pay Setting: Federal Wage System

Pay Setting: General Schedule

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Adverse Conduct and Performance-Based Actions

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Writing Conduct and Performance Letters

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To view details about a specific course, click on the title.

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### Strategic Human Capital Consulting

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Strategic Human Capital Management  
Federal Workforce Analysis and Planning  
Internal Consulting Skills for Federal HR  
Professionals  
Using and Presenting HR Data for  
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### Equal Employment Opportunity

Equal Employment Opportunity Courses  
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EEO in the Federal Sector  
Federal EEO Counseling  
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Special Emphasis Program Management  
Roles and Responsibilities of  
EEO/Diversity Committee  
Sexual Harassment Prevention for Employees  
Sexual Harassment Prevention for Supervisors  
EEO for Supervisors and Managers

### Employee Development

Employee Development Courses by  
OPM Proficiency Level  
Federal Employee Development  
Instructional Design Essentials  
Instructor Training  
Briefing Techniques

### Personnel Suitability and Security

Personnel Suitability and Security Courses  
by OPM Proficiency Level  
Advanced Suitability Adjudication  
Understanding the Personnel Security Program  
Suitability Adjudication  
Personnel Security Adjudication  
Advanced Personnel Security Adjudication  
Personnel Security and Suitability Adjudication  
Fundamentals of Conducting a Personnel  
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### Employee Retirement

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## Leadership and Management

To view details about a specific course, click on the title.

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New Leader Program  
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Washington Executive Seminar  
Executive Survival Skills  
Managing for Results  
Leading People

### Certificates in Leadership, Supervision, and Management

Team Leader Certificate Program  
Supervision Certificate Program  
Manager Certificate Program

### Essential Survival Skills for Supervisors and Managers

Critical Thinking  
Emotionally Intelligent Leaders  
Facilitator Workshop  
From Peer to Leader: Successfully Navigating the Transition  
Introduction To Management  
Introduction to Supervision  
Jump-Starting High-Performing Teams: The Fundamentals  
Leading Change  
Leadership Communication  
Leadership Essentials

### Leading People and Successful Teams

Customer Service Excellence  
Coaching Skills for Today's Leaders  
Leading Teams and Groups  
Leading Teams and Groups **Online**  
Leadership Skills for Non-Supervisors  
Leadership Skills for Non-Supervisors **Online**  
Managing Employee Trust  
Managing Multiple Priorities

### Planning, Managing, and Problem Solving

Administrative Officers Workshop  
Decision Making and Problem Solving  
Negotiating Techniques  
Office Management  
Preparing to Lead in the 21st Century  
Problem Solving  
Strategic Planning for Government Organizations  
System Thinking  
The Leadership Challenge®  
The Power of Influence over Authority  
Time Management

### Understanding Government Directives and Policy

Congressional Operations Workshop  
Writing ECQ Statements  
Telework: A Manager's Perspective





Building strong communication and professional skills can help you contribute to organizational productivity and effectiveness. Graduate School USA offers courses designed to help you develop and expand your capabilities, with a focus on the following skills:

- **Business and Administrative**
- **Communication**
- **English and Writing**

**Business and Administrative** courses explore skills such as leadership, office and time management, and customer service.

**Communication** courses focus on various forms of oral and nonverbal communication skills, covering topics such as assertiveness, conflict resolution, public speaking, listening and memory development, effective communication with customers, and more.

**English and Writing** courses address written language skills, including editing and proofreading, grammar and usage, writing reports and government correspondence, and more.



# On-site Training

## What's in it for you:

### **Cost Savings**

As your organization's training needs increase, so does the need to minimize the costs associated with them. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

- Eliminate travel costs, such as employee airfare, transportation, per diem, parking, and rental cars.
- Maximize employee training time with no need for travel, overtime, or compensatory pay.
- Save with pricing levels based on number of participants.

### **Convenience**

- Choose the best time to learn, based on your employees' workloads and schedules.
- Benefit from courses scheduled to fit your needs.
- Experience turnkey delivery—pick the training, time, and place, and we handle the rest.

### **Relevance**

- Our courses contain federal-specific content, allowing for direct transfer of knowledge and skills to the job.

### **Delivery Format**

- Select from a variety of formats, including instructor-led classroom sessions or distance education options.

Visit [graduateschool.edu/onsite](https://graduateschool.edu/onsite) for more information, or call **800.787.9074**.

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# Business and Administrative Skills



[graduateschool.edu/communication](https://graduateschool.edu/communication)

## Instructional Design Essentials

ADMB9006D

3 Days

1.8 CEU

\$849

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

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

4/9/19 - 4/11/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	Washington, DC
6/12/19 - 6/14/19 .....	Washington, DC
7/30/19 - 8/1/19 .....	Washington, DC

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# Customer Service Excellence

**ADMB7003D    2 Days    1.2 CPE    \$679**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who deals with internal or external customers

SESSION SCHEDULE	LOCATION
2/7/19 - 2/8/19 .....	Washington, DC
5/21/19 - 5/22/19 .....	Washington, DC
6/25/19 - 6/26/19 .....	Washington, DC
8/6/19 - 8/7/19 .....	Washington, DC
9/24/19 - 9/25/19 .....	Washington, DC

# Critical Thinking

**ADMB8146D    2 Days    1.2 CEU    \$649**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
5/1/19 - 5/2/19 .....	Washington, DC
6/13/19 - 6/14/19 .....	Washington, DC
7/23/19 - 7/24/19 .....	Washington, DC
8/21/19 - 8/22/19 .....	Washington, DC



# Managing Multiple Priorities

ADMB7007D    1 Day    .6 CPE    \$449

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/6/19 - 2/6/19 .....	Washington, DC
4/17/19 - 4/17/19 .....	Washington, DC
6/5/19 - 6/5/19 .....	Washington, DC
6/26/19 - 6/26/19 .....	Washington, DC
7/24/19 - 7/24/19 .....	Washington, DC
8/21/19 - 8/21/19 .....	Washington, DC
9/17/19 - 9/17/19 .....	Washington, DC

# Office Management

ADMB7009D    3 Days    1.8 CEU    \$899

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/22/19 - 4/24/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	Washington, DC
9/9/19 - 9/11/19 .....	Washington, DC



# Problem Solving

**ADMB8129D    2 Days    1.2 CEU    \$649**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/16/19 - 4/17/19.....	Washington, DC
6/24/19 - 6/25/19.....	Washington, DC
7/30/19 - 7/31/19.....	Washington, DC

# Time Management

**ADMB7028D    3 Days    1.8 CEU    \$899**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19.....	Washington, DC
3/21/19 - 3/22/19.....	Washington, DC
6/10/19 - 6/11/19.....	Washington, DC
7/24/19 - 7/25/19.....	Washington, DC
8/29/19 - 8/30/19.....	Washington, DC



# Communication Skills



[graduateschool.edu/communication](https://graduateschool.edu/communication)

## Assertiveness Skills

**COMM7001D**   **2 Days**   **1.2 CEU**   **\$649**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

### LOCATION

2/4/19 - 2/5/19 .....	Washington, DC
4/16/19 - 4/17/19 .....	Washington, DC
5/13/19 - 5/14/19 .....	Washington, DC
6/20/19 - 6/21/19 .....	Washington, DC
7/17/19 - 7/18/19 .....	Washington, DC
8/12/19 - 8/13/19 .....	Washington, DC

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# Briefing Techniques

**COMM7002D    3 Days    1.8 CEU    \$999**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who wants to deliver clear and succinct briefings

SESSION SCHEDULE	LOCATION
2/20/19 - 2/22/19.....	Washington, DC
4/3/19 - 4/5/19.....	Washington, DC
5/6/19 - 5/8/19.....	Washington, DC
6/5/19 - 6/7/19.....	Washington, DC
7/8/19 - 7/10/19.....	Washington, DC
8/5/19 - 8/7/19.....	Washington, DC
8/28/19 - 8/30/19.....	Washington, DC
9/18/19 - 9/20/19.....	Washington, DC
12/4/19 - 12/6/19.....	Washington, DC



# Communication Skills

**COMM7005D    5 Days    3 CEU    \$1,399**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/25/19 - 3/1/19.....	Washington, DC
4/1/19 - 4/5/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
6/24/19 - 6/28/19.....	Washington, DC
8/5/19 - 8/9/19.....	Washington, DC
9/16/19 - 9/20/19.....	Washington, DC



**Schedule**  
Contract GS-10F-0228P

Graduate School USA is an approved contract holder to provide training and consulting services under Professional Services Schedule, SIN C874.

We can provide customized support to your agency to help you meet your annual training requirements. Visit [graduateschool.edu/gsa](https://graduateschool.edu/gsa).

# Communicating for Results

**COMM7003D    2 Days    1.2 CEU    \$649**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who wants to communicate more effectively with others at work

SESSION SCHEDULE	LOCATION
1/22/19 - 1/23/19.....	Washington, DC
4/17/19 - 4/18/19.....	Washington, DC
5/20/19 - 5/21/19.....	Washington, DC
7/11/19 - 7/12/19.....	Washington, DC
8/14/19 - 8/15/19.....	Washington, DC
11/14/19 - 11/15/19.....	Washington, DC

# Constructive Conflict Resolution

**COMM7004D    3 Days    1.8 CEU    \$899**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who wants to better manage workplace conflicts

SESSION SCHEDULE	LOCATION
1/22/19 - 1/24/19.....	Washington, DC
3/26/19 - 3/28/19.....	Washington, DC
5/13/19 - 5/15/19.....	Washington, DC
6/18/19 - 6/20/19.....	Washington, DC
7/17/19 - 7/19/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC



# Effective Communication with Customers

**COMM8000D    2 Days    1.2 CEU    \$649**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
7/16/19 - 7/17/19.....	Washington, DC
8/8/19 - 8/9/19.....	Washington, DC
9/17/19 - 9/18/19.....	Washington, DC
11/5/19 - 11/6/19.....	Washington, DC

# Increasing Personal Effectiveness

**COMM7027D    2 Days    1.2 CEU    \$799**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
5/20/19 - 5/21/19.....	Washington, DC
6/26/19 - 6/27/19.....	Washington, DC
7/18/19 - 7/19/19.....	Washington, DC



# Interpersonal Communications

**COMM7006D    2 Days    1.2 CEU    \$749**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/3/19 - 4/4/19 .....	Washington, DC
5/9/19 - 5/10/19 .....	Washington, DC
6/3/19 - 6/4/19 .....	Washington, DC
7/11/19 - 7/12/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
9/23/19 - 9/24/19 .....	Washington, DC
11/4/19 - 11/5/19 .....	Washington, DC

# Listening and Memory Development

**COMM7007D    2 Days    1.2 CEU    \$649**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/26/19 - 3/27/19 .....	Washington, DC
4/24/19 - 4/25/19 .....	Washington, DC
5/22/19 - 5/23/19 .....	Washington, DC
6/11/19 - 6/12/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC



# Positive Approaches to Difficult People

**COMM7009D    2 Days    1.2 CEU    \$649**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/4/19 - 4/5/19 .....	Washington, DC
5/21/19 - 5/22/19 .....	Washington, DC
6/26/19 - 6/27/19 .....	Washington, DC
8/6/19 - 8/7/19 .....	Washington, DC

# Speaking with Clarity

**COMM7033D    5 Days    3 CEU    \$1,399**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Individuals who want to improve the clarity and vocal quality of their spoken English, including non-native English speakers

SESSION SCHEDULE	LOCATION
5/13/19 - 5/17/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
8/12/19 - 8/16/19 .....	Washington, DC



## Speaking with Confidence

**COMM7010D   3 Days   1.8 CEU   \$899**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

### LOCATION

1/16/19 - 1/18/19.....	Washington, DC
4/8/19 - 4/10/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/19/19 - 6/21/19.....	Washington, DC
7/29/19 - 7/31/19.....	Washington, DC

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## On-site Training

### *What's in it for you:*



### Cost Savings

As your organization's training needs increase, so does the need to minimize the costs associated with it. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

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# English and Writing Skills



[graduateschool.edu/communication](https://graduateschool.edu/communication)

## Clear Writing through Critical Thinking

**WRIT7100D**

**3 Days**

**1.8 CEU**

**\$999**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

Individuals who want to improve their critical thinking and writing skills. Participants taking this course should be familiar with the subject matter covered in Writing For Results (WRIT7110D). This course is the fourth of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

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## SESSION SCHEDULE

## LOCATION

1/15/19 - 1/17/19.....	Washington, DC
2/12/19 - 2/14/19.....	Washington, DC
3/12/19 - 3/14/19.....	Washington, DC
4/16/19 - 4/18/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/4/19 - 6/6/19.....	Washington, DC
6/18/19 - 6/20/19.....	San Diego, CA
7/23/19 - 7/25/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/15/19 - 10/17/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC

## Editing for Impact

**EDIT7100D**

**2 Days**

**1.2 CEU**

**\$649**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Everyone who needs to edit or review documents

## SESSION SCHEDULE

## LOCATION

2/13/19 - 2/14/19.....	Washington, DC
4/9/19 - 4/10/19.....	Washington, DC
5/15/19 - 5/16/19.....	Washington, DC
6/24/19 - 6/25/19.....	Washington, DC
7/30/19 - 7/31/19.....	Washington, DC
8/14/19 - 8/15/19.....	Washington, DC
11/5/19 - 11/6/19.....	Washington, DC

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**Schedule**  
Contract GS-10F-0228P

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We can provide customized support to your agency to help you meet your annual training requirements. Visit [graduateschool.edu/gsa](http://graduateschool.edu/gsa).

# Effective Government Correspondence

**WRIT7007D      2 Days      1.2 CEU      \$699**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Understand the qualities of good correspondence as they apply to a 21st century government environment
- 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
- Identify and correct weaknesses and errors in correspondence documents, including email
- Apply the priorities for effective correspondence using a systematic, yet flexible, writing process
- Interpret the intent, purpose and audience of correspondence-writing tasks
- 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



## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/13/19 - 2/14/19 .....	Washington, DC
4/17/19 - 4/18/19 .....	Washington, DC
5/20/19 - 5/21/19 .....	Washington, DC
6/20/19 - 6/21/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	Washington, DC
10/1/19 - 10/2/19 .....	Washington, DC
11/13/19 - 11/14/19 .....	Washington, DC

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# Essentials of English

**ENGL7000D      5 Days      3 CEU      \$1,399**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/18/19 - 3/22/19 .....	Washington, DC
5/13/19 - 5/17/19 .....	Washington, DC
8/12/19 - 8/16/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC

# Executive Writing

**WRIT9001D      2 Days      1.2 CEU      \$799**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/26/19 - 3/27/19 .....	Washington, DC
5/8/19 - 5/9/19 .....	Washington, DC
6/17/19 - 6/18/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
9/23/19 - 9/24/19 .....	Washington, DC
11/19/19 - 11/20/19 .....	Washington, DC



# Fundamentals of Writing

**WRIT7010D      3 Days      1.8 CEU      \$999**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

SESSION SCHEDULE	LOCATION
1/15/19 - 1/17/19.....	Washington, DC
2/12/19 - 2/14/19.....	Washington, DC
3/19/19 - 3/21/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
7/23/19 - 7/25/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/17/19 - 9/19/19.....	Washington, DC
10/15/19 - 10/17/19.....	Washington, DC
11/12/19 - 11/14/19.....	Washington, DC

## LEARNING OUTCOMES

- Organize well-constructed sentences into coherent paragraphs and documents
- Write to meet the needs of your reader
- Compose clear, concise written products at work, following correct usage and grammar principles
- Structure sentences and paragraphs
- Outline and organize your writing
- Organize your business writing to clarify the purpose and ensure the reader’s understanding
- Use voice and tense correctly
- Plan each document to deliver a clear message to a specific audience
- Select precise words to achieve results
- Write concisely but effectively

## WHO SHOULD ATTEND?

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

See Practical Writing (WRIT1810A), a self-paced distance education course, if you want to reinforce what you learn in this course. This is the second of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).



# Government Email Writing

**WRIT7041D**      **1 Days**      **.6 CEU**      **\$349**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
5/14/19 - 5/14/19.....	Washington, DC
7/22/19 - 7/22/19.....	Washington, DC
8/14/19 - 8/14/19.....	Washington, DC

# Grammar for Professionals

**ENGL7005D**      **3 Days**      **1.8 CEU**      **\$999**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Individuals, including non-native English speakers, who want to refresh their knowledge of grammar. This course is the first of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

SESSION SCHEDULE	LOCATION
2/12/19 - 2/14/19.....	Washington, DC
4/8/19 - 4/10/19.....	Washington, DC
5/7/19 - 5/9/19.....	Washington, DC
6/17/19 - 6/19/19.....	Washington, DC
7/24/19 - 7/26/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/16/19 - 10/18/19.....	Washington, DC
12/4/19 - 12/6/19.....	Washington, DC



# Proofreading

**EDIT7001D**      **2 Days**      **1.2 CEU**      **\$699**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/12/19 - 3/13/19.....	Washington, DC
4/18/19 - 4/19/19.....	Washington, DC
5/29/19 - 5/30/19.....	Washington, DC
6/27/19 - 6/28/19.....	Washington, DC
7/22/19 - 7/23/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
10/15/19 - 10/16/19.....	Washington, DC

# Report Writing

**WRIT7020D**      **3 Days**      **1.8 CEU**      **\$899**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
10/25/17 - 10/27/17 .....	Washington, DC
3/27/18 - 3/29/18.....	Washington, DC
5/22/18 - 5/24/18.....	Washington, DC
7/10/18 - 7/12/18.....	Washington, DC
9/24/18 - 9/26/18.....	Washington, DC



# Writing Government Technical Documents

**WRIT8244D      3 Days      1.8 CEU      \$749**

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

### LEARNING OUTCOMES

- Define government technical writing and identify types of government technical documents
- Write effective technical definitions and descriptions
- Communicate findings, conclusions and recommendations by employing critical thinking and problem solving techniques
- Avoid common technical writing pitfalls
- Use readability formulas and other editing techniques to improve document readability
- Revise, refine and proofread documents for effectiveness
- Use state-of-the-art production and revision methods for soft and hard copy
- Apply the seven traits of writing to evaluate and improve your writing
- Conduct comprehensive audience analysis for technical communication
- Use the technical writing process to plan and complete a technical writing project, using checklists and other job aids
- Collaborate effectively with others in producing government technical documents
- Organize, structure and format according to document purpose
- Design document specifications from sentence to paragraph to the full-document level
- Use graphics and visual aids when appropriate
- Reason and write logically to construct effective arguments

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

### LOCATION

2/19/19 - 2/21/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/13/19 - 5/15/19.....	Washington, DC
6/12/19 - 6/14/19.....	Washington, DC
7/8/19 - 7/10/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/3/19 - 9/5/19.....	Washington, DC





**Schedule**  
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We can provide customized support to your agency to help you meet your annual training requirements. Visit [graduateschool.edu/gsa](https://graduateschool.edu/gsa).



# Writing for Results

**WRIT7110D**      **2 Days**      **1.2 CEU**      **\$799**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Experienced writers who want to write more powerful, results-oriented documents. This is the third of four sequenced writing courses: Grammar for Professionals (ENGL7005D), Fundamentals of Writing (WRIT7010D), Writing for Results (WRIT7110D), and Clear Writing through Critical Thinking (WRIT7100D).

## SESSION SCHEDULE

## LOCATION

3/13/19 - 3/14/19.....	Washington, DC
4/16/19 - 4/17/19.....	Washington, DC
5/20/19 - 5/21/19.....	Washington, DC
6/13/19 - 6/14/19.....	Washington, DC
7/23/19 - 7/24/19.....	Washington, DC
8/14/19 - 8/15/19.....	Washington, DC
9/9/19 - 9/10/19.....	Washington, DC
10/1/19 - 10/2/19.....	Washington, DC
11/5/19 - 11/6/19.....	Washington, DC



# Thinking Critically, Writing Clearly

**WRIT7301AD**      **Online**      **4.5 CEU**      **\$399**

Develop your critical thinking skills to enhance your writing so that the reader can understand your message. Critically read information so you can analyze and understand the message of the writer.

Enroll anytime in this self-paced online course. Take up to six months to complete.

Textbooks must be purchased separately. The required textbooks are:

1. Barnet, Sylvan, and Hugo Bedau. *Critical Thinking, Reading, and Writing: A Brief Guide to Argument*. Boston: Bedford/St. Martin's (8th ed.)
2. Hacker, Diana. *A Writer's Reference with Exercises*. Boston: Bedford/St. Martin's (8th ed.)





Auditing courses at Graduate School USA are offered under the auspices of our Government Audit Training Institute (GATI), recognized as the premier provider of training in performance auditing. Since 1978, GATI has provided classes to meet the continuing professional education requirements of the diverse audit community.

GATI emphasizes training for performance auditing and program evaluation. Courses examine the traditional issues of economy, efficiency, performance measurement, effectiveness, internal control, and fraud. They also address all aspects of performance auditing, from courses providing an overview of the process to those concentrating on specific types of audits and methodologies — such as planning, sampling, audit skills, data analytics, and report writing and managing audit projects.

The GAO Guidance on GAGAS Requirements for Continuing Professional Education says:

**“The term 'auditor' used throughout GAGAS...includes individuals who may be titled auditor, analyst, evaluator, and inspector, or may have a similar position.”**

The terms 'Audit' or 'Auditor,' used in GATI course listings, apply generically to all position titles engaged in audit, evaluation, and similar work.

All Graduate School USA courses labeled as 'AUDT,' within the Government Audit Training Institute, qualify for the GAGAS-defined Government Auditing 24 CPE requirement (as well as the remaining 56 CPE of the 80 total required in a two-year period).

# On-site Training



## What's in it for you:

### *Cost Savings*

As your organization's training needs increase, so does the need to minimize the costs associated with them. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

- Eliminate travel costs, such as employee airfare, transportation, per diem, parking, and rental cars.
- Maximize employee training time with no need for travel, overtime, or compensatory pay.
- Reduce costs, with discounted pricing levels based on the number of participants.

### *Convenience*

- Choose the best time to learn, based on your employees' workloads and schedules.
- Benefit from courses scheduled to fit your needs.
- Experience turnkey delivery—pick the training, time, and place, and we handle the rest.

### *Relevance*

- Our courses contain federal-specific content, allowing for direct transfer of knowledge and skills to the job.

### *Delivery Format*

- Select from a variety of formats, including instructor-led classroom sessions, or distance education options.

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# Graduate School USA Courses By Career Level



[graduateschool.edu/gati](https://graduateschool.edu/gati)

For over 40 years, Graduate School USA's Government Audit Training Institute (GATI) has been providing expert training to federal, state and local government auditors, financial managers, analysts, evaluators, inspectors, and others involved in the auditing field. Our curriculum covers the skills required for financial, performance, and compliance auditing and for those striving to become leaders in the government auditing field.

To help in selecting the right course to fit your career needs, we have listed our government audit training courses by career level for federal and non-federal auditors, evaluators, and analysts.

Audit courses within the GATI curriculum qualify for the GAGAS-defined 24 government Auditing CPE requirements.

GATI also offers one-day executive seminars for leaders and those preparing to be leaders in or working with audit organizations. Sessions include:

- The Emotionally Intelligent Auditor
- Enterprise Risk Management
- Data Analytics: Tools and Techniques
- The Art of Testifying
- Selecting and Planning Audit Assignments for Return on Investment
- Ethical Decision Making for Auditors

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## Level 1: Foundation Courses

Suggested for auditors with up to three years of experience and for more experienced auditors with limited exposure to the subject matter

- Analysis Techniques for Auditors
- Audit Evidence and Documentation
- Basic Government Auditing
- Compliance Auditing
- Conducting Performance Audits
- Developing and Presenting Audit Findings
- Government Auditing Standards: Review and Update
- Information Systems Auditing
- Information Technology for Auditors
- Interviewing Techniques for Auditors
- Written Communication for Auditors

## Level 2: Intermediate Courses

Suggested for auditors with two to five years of experience and for more experienced auditors with limited exposure to the subject matter

- Assessing Financial Related Activities and Controls
- Assessing Controls in Performance Audits
- Assessing the Reliability of Computer-Processed Data
- Auditing with Data Analytics
- Auditing Grants
- Clear Writing Through Critical Thinking
- Contract Auditing
- Intermediate Performance Auditing
- Making Your Case to Prosecute Fraud
- Planning Audit Assignments
- Practical Statistical Sampling for Auditors
- Presentation Skills for Auditors
- Quick Response Auditing
- Writing Audit Reports by Objectives
- Zeroing in on Bribes and Kickbacks

## Level 3: Advanced Courses

Suggested for seasoned auditors with over five years of experience at mid or upper level or for those preparing for review or management responsibilities

- Auditing Outsourced Government Services
- Auditing Performance Outcomes
- Contract and Procurement Fraud
- Data Analytics: Tools and Techniques
- Effective Audit Resolution, Follow-up, and Implementation
- Effective Audit Supervision
- Emotionally Intelligent Auditor: Achieving Power with People
- Enterprise Risk Management: Executive Seminar
- Managing the Audit Engagement
- Reviewing Other People's Report Writing
- Selecting and Planning Audits for Return on Investment
- Skills for Leading and Managing Audit Projects
- The Art of Testifying
- Using Metrics to Assess Performance

## All Levels

Appropriate for auditors at all levels

- Analysis Techniques for Auditors
- Army Managers' Internal Control Administrators' Course
- Creative Thinking for Auditors
- Ethical Decision Making for Auditors
- Government Auditing for Non-Auditors
- Manager's and Auditor's Roles in Assessing Internal Control
- Prevention and Detection of Fraud
- The Governmental Audit: From Planning to Reporting

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# Graduate School USA Courses that Qualify for GAGAS CPE



[graduateschool.edu/gati](https://graduateschool.edu/gati)

Graduate School USA offers other courses that comply with the Generally Accepted Government Auditing Standards (GAGAS) requirements for Continuing Professional Education. These courses cover a variety of subjects designed to enhance your capabilities — from financial management courses, such as *Decision Support Analytics and Analysis* and *Interpretation of Financial Statements* to curriculum designed to improve your communication skills, such as *Listening and Memory Development* and *Writing for Results*.

## Acquisition and Contract Management

Basic Contract Administration	ACQI7500D
Consulting Skills for the	
Contract Professional	ACQUI8210
Federal Contracting: Ethics Compliance and	
Enforcement	ACQI7023D
Introduction to the FAR	ACQI7010D
Government Contract Law	ACQI8505D
Simplified Acquisition Procedures	ACQI7506D

## Budgeting and Accounting

Budget Execution	BUDG7100D
Federal Accounting Standards	ACCT7102D
Federal Budgeting for Non-Budgeting	
Personnel	BUDG7000D
Government Standard General Ledger	ACCT8100D
Intermediate Federal Accounting	ACCT8003D
Introduction to Federal Accounting	ACCT7001D
Intermediate Federal Accounting	ACCT8003D

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## Communication Skills

Briefing Techniques	COMM7002D
Clear Writing Through Critical Thinking	WRIT7100D
Interpersonal Communications	COMM7006D
Listening and Memory Development	COMM7007D
Speaking with Confidence	COMM7010D
Writing for Results	WRIT7110D
Thinking Critically, Writing Clearly (Online)	WRIT301A

## Financial Management

Advanced Appropriations Law	FINC9100D
Analysis and Interpretation of Financial Statements	FINC5510E
Antideficiency Act	FINC7207D
Appropriations Law for Reimbursements, Revolving Funds, and User Fees	FINC9115D
Decision Support Analytics	FINC8120D
Federal Appropriations Law	FINC7100D
Federal Appropriations Law Refresher and Update	FINC8147D
Federal Budgeting, Execution and Accounting: The Relationship	FINC8300D
Federal Financial Systems & Policies	BUDG8005D
Intermediate Decision Support Analytics	FINC9150D
Introduction to Financial Management	FINC7000D

## Information Technology

Microsoft Excel 2013: Intermediate	SPRD8155T
Microsoft Excel 2013: Introduction	SPRD7155T

## Leadership and Management

Executive Survival Skills	EXEC9911L
Leading Teams and Groups	TDEV8200D
Leadership Skills for Non-Supervisors	ADMB7006D
Managing for Results	EXEC9913L
Systems Thinking	LEAD8100L
The Power of Influence over Authority	MGMT7120D

## Program and Management Analysis

Business Analysis: Overview	PGMT7400D
Cost Benefit Analysis Workshop	PGMT8100D
Data Collection and Analysis	PGMT7001D
Introduction to Program Evaluation	PGMT7003D
Management Analysis: Data Gathering	PGMT8000D
Management Analysis: Advanced Applications	PGMT9000D
Management Analysis: Overview	PGMT7000D
Management Analysis: Planning	PGMT7004D

## Security

Counterintelligence for the Security Professional	SRTY7201D
Cyber Security: A Technical Approach	SRTY8330T
Physical Security and the Protection of Classified Materials	SRTY7222D

## Statistics

Introduction to Statistics	STAT7100D
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## Analysis Techniques for Auditors

AUDT7900G    2 Days    16 CPE    \$699

Over the years auditors have experimented with a number of ways to analyze data in order to better evaluate performance or to more efficiently conduct audits. Analysts have developed methods for evaluating data which we believe are of a benefit to auditors. The techniques discussed in this course are derived from both of these sources. Analytical techniques that auditors in the public and private sectors can use to identify and illustrate problems with performance, assess their causes, and identify solutions with a focus on developing findings and making recommendations are presented in this course. The objective is to present the techniques, discuss their uses, illustrate their applications, and provide practice in applying them to public sector case study audit exercises.

### LEARNING OUTCOMES

- Describe each analytical technique and its specific use
- Explain the steps in applying each technique
- Apply each technique to one or more case exercises, following the steps for preparing the analysis and interpreting the results
- Select when to use specific analysis techniques

### WHO SHOULD ATTEND?

Auditors with performance auditing experience

**Level: Foundation**

### SESSION SCHEDULE

### LOCATION

1/30/19 - 1/31/19.....	Philadelphia, PA
3/5/19 - 3/6/19.....	Washington, DC
4/23/19 - 4/24/19.....	Atlanta, GA
5/7/19 - 5/8/19.....	Washington, DC
8/8/19 - 8/9/19.....	Washington, DC
9/24/19 - 9/25/19.....	Seattle, WA
12/11/19 - 12/12/19.....	Washington, DC

## Army Managers' Internal Control Administrators' Course

AUDT9015G    2 Days    16 CPE    \$649

This two-day seminar provides the detailed guidance you need to carry out your roles and responsibilities as an Army Internal Control Administrator. It covers the statutory and regulatory requirements of the Army's Internal Control Program as well as other pertinent guidance. You will fully grasp the underlying Army philosophy on internal controls, the major elements of the Army Manager's Internal Control Program, and the basic responsibilities of key players in the process. By completing practical exercises, you will gain experience in conducting internal control evaluations and identifying control weaknesses.

### LEARNING OUTCOMES

- Identify assessable units
- Develop an internal control evaluation plan
- Conduct effective internal control evaluations
- Identify and document control weaknesses
- Establish corrective action plans
- Prepare annual statements of assurance.

### WHO SHOULD ATTEND?

Internal Control Administrators and staff working for the Department of the Army, Army Reserve, and Army National Guard

**Level: All**

### SESSION SCHEDULE

### LOCATION

2/26/19 - 2/27/19.....	Washington, DC
3/27/19 - 3/28/19.....	San Antonio, TX
4/16/19 - 4/17/19.....	Washington, DC
6/4/19 - 6/5/19.....	Huntsville, AL
6/12/19 - 6/13/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
10/23/19 - 10/24/19.....	San Antonio, TX
10/23/19 - 10/24/19.....	Washington, DC

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# Assessing Controls in Performance Audits

AUDT8021G    2 Days    16 CPE    \$699

Explore the relationship of controls to risk and to processes and systems, the prerequisites for good controls, and techniques for assessing the design and implementation of controls. Become proficient in preparing clear objectives that define what your audit will accomplish using a step-by-step process for planning an audit of controls, the relationship of control weaknesses to the elements of a finding, and incorporating findings into audit reports. Simulated real-world practices provided with numerous public sector case studies and exercises.

## LEARNING OUTCOMES

- Recognize what internal controls are and their uses
- Apply the Government Auditing Standards guidance for considering controls in planning an audit
- Integrate an assessment of controls in the survey phase
- Plan an audit to assess controls, including development of objectives and selection of the scope and methodology to achieve objectives
- Document internal controls
- Develop and report findings on control deficiencies

## WHO SHOULD ATTEND?

Auditors who want to learn, or refresh their knowledge of, a step-by-step process for assessing controls in performance audits and incorporating findings into audit reports. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/5/19 - 3/6/19 .....	Washington, DC
5/21/19 - 5/22/19 .....	Washington, DC
6/18/19 - 6/19/19 .....	Washington, DC
8/4/19 - 8/5/19 .....	Washington, DC

# Assessing Financial-Related Activities and Controls

AUDT8811G    4 Days    32 CPE    \$1,049

Gain the skills necessary to audit financial-related activities and controls on a systems-procedure and results-outcome basis in accordance with auditing and internal control standards. Learn to plan and conduct audits of eight common financial activities: financial planning and budgeting, cash, receivables, procurement, payables, property management, employee compensation, and financial reporting. Simulated real-world practice is provided with numerous public sector case studies and exercises.

## LEARNING OUTCOMES

- Explain the purpose and operation of financial support activities and the controls generally applicable to these activities
- Plan a review of financial activities using a “systems-procedure” approach and an “outcome” approach
- Measure the performance of financial activities
- Evaluate the application of control activities with respect to planned objectives
- Identify and detect unauthorized use of resources and illegal and unethical acts
- Formulate effective recommendations for needed improvements (cure and prevention)

## WHO SHOULD ATTEND?

Auditors who assess financial-related activities and controls. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
2/26/19 - 3/1/19 .....	Washington, DC
7/15/19 - 7/18/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	Washington, DC



## Assessing the Reliability of Computer-Processed Data

**AUDT8043G**    **2 Days**    **16 CPE**    **\$699**

Do you rely on computer-processed data as support for your audit findings and conclusions? Develop the necessary skills to evaluate the reliability of computer-processed data regardless of the environment in which it is generated and/or processed. Learn some of the more common techniques used by auditors to assess reliability and the processes employed to accomplish the assessments.

### LEARNING OUTCOMES

- Define the professional standards, policies, and guidelines governing audit activity related to data processing and data reliability
- Define and discuss the concept of, and responsibility for, data reliability assessments
- Discuss the framework for conducting a data reliability assessment and presenting the appropriate disclosure in the audit report
- Review a structured approach for performing and documenting the data reliability assessment process

### WHO SHOULD ATTEND?

Auditors who assess the reliability of computer-processed data. Participants are presumed to have attended the Information Systems Auditing (AUDT8029G) course or have equivalent knowledge.

**Level: Intermediate**

### SESSION SCHEDULE

### LOCATION

3/12/19 - 3/13/19 .....	San Francisco, CA
3/20/19 - 3/21/19 .....	Washington, DC
5/22/19 - 5/23/19 .....	Washington, DC
7/24/19 - 7/25/19 .....	Washington, DC
9/24/19 - 9/25/19 .....	Washington, DC

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## Auditing with Data Analytics

**AUDT8100G**    **3 Days**    **24 CPE**    **\$899**

Auditing with Data Analytics (ADAs) can transform audits. This course concentrates on the science and art of discovering and analyzing patterns, identifying anomalies, and extracting other useful information in data underlying or related to the subject matter of an audit through analysis, modeling, and visualization while planning or performing audits. The course is also applicable to financial managers and program evaluators looking for patterns and correlation, cause and effect relationships, impact analysis and possible fraud assessment.

Learn the use of descriptive, predictive and prescriptive audit data analytics techniques within the auditing process for performing:

- Risk Assessment and Planning
- Auditing Financial Assertions
- Assessing Internal Controls and Operational Effectiveness
- Continuous/Concurrent Auditing and Monitoring
- Fraud Detection

### LEARNING OUTCOMES

- Establish audit objectives for data analysis use
- Describe the auditees technology environment
- Define detail data requirements
- Obtain data (Extract, Transform and Load (ETL) process)
- Perform data analysis techniques
- Evaluate results of data analysis
- Document results

### WHO SHOULD ATTEND?

Auditors, financial managers and program evaluators with three years of experience and seasoned professionals with limited exposure to the subject matter. Analysis Techniques for Auditors (AUDT7900G) is a recommended prerequisite for this course.

**Level: Intermediate/Advanced**

### SESSION SCHEDULE

### LOCATION

3/26/19 - 3/28/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Washington, DC
7/30/19 - 8/1/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Washington, DC
11/20/19 - 11/22/19 .....	Washington, DC

# Audit Evidence and Documentation

AUDT7011G    2 Days    16 CPE    \$699

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19.....	Washington, DC
4/3/19 - 4/4/19.....	Philadelphia, PA
4/11/19 - 4/12/19.....	Washington, DC
5/21/19 - 5/22/19.....	Washington, DC
7/17/19 - 7/18/19.....	Washington, DC
8/7/19 - 8/8/19.....	Atlanta, GA
9/10/19 - 9/11/19.....	San Francisco, CA
9/18/19 - 9/19/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC

# Auditing Grants

AUDT7407G    3 Days    24 CPE    \$899

Recent events have led the public eye to be critically focused on the use of federal and state dollars in grant-funded programs. Gain an awareness of the unique challenges faced by grant and program managers; the entities receiving the grants; and auditors. Receive an overview of the grants process; relevant grants management and grant audit regulatory requirements; and of related requirements contained in the American Recovery and Reinvestment Act (ARRA). Learn the stages of the grant process: award, monitoring, audit, and closeout. Become adept at implementing strategies for auditing each of these stages by applying those strategies in case studies.

## LEARNING OUTCOMES

- Understand the full grants management process and current regulatory requirements governing grants
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance and other constructive feedback to grants managers
- Identify options for audit objectives and procedures that are achievable and will provide timely, useful information
- Identify issues beyond compliance that need to be audited

## WHO SHOULD ATTEND?

Auditors and others involved in the grants process

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
3/19/19 - 3/21/19.....	San Francisco, CA
4/9/19 - 4/11/19.....	Washington, DC
6/25/19 - 6/27/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/22/19 - 10/24/19.....	Washington, DC



# Where Government <sup>Contractors</sup> Go For Training

**Did you know that the same training we provide to the federal government is also available to government contractors?**

As a leading provider of training and professional development for the federal government, our purpose is to help support organizational missions. If that mission includes the support of government contractors, we are here to help.

A well-trained and knowledgeable staff is important. We can work with you and your contractors to help ensure they are trained in various functions of government. From having a complete knowledge of federal mandated laws and guidelines to knowing how to work in a government office environment, we can provide the tools to help your contractors be successful.

**For more information on training opportunities for government contractors, please contact our business development team at 1.800.787.9074.**



## Auditing Outsourced Government Services

AUDT8235G

2 Days

16 CPE

\$699

Auditors have a pivotal role in providing oversight to assure that full value is obtained for money spent on an outsourced audit. Assessing the performance of contractors in delivering services is a critical audit task. Learn when it is, and is not, appropriate to contract for service delivery. Discover what contract vehicle to use, and the crucial role of contract terms in specifying expected performance levels for service quantity, quality, timeliness, and customer satisfaction. Learn the requirements and limitations in auditing contractor performance, preparing recommendations, and reporting audit results. Through case studies, the role of contract terms in specifying expected performance levels regarding service quantity, quality and timeliness; how to measure and assess contractor performance against contract terms; and what to do when contract terms are missing or vague.

### LEARNING OUTCOMES

- Know what tasks and activities might be considered inherently governmental
- Describe survey approaches that are useful in identifying which aspects of contract service performance to audit
- Name the basic source documents needed as references for contract audit criteria
- Discuss applicable policies for procuring and contracting for the delivery of services
- Discuss approaches for dealing with scope limitations, missing documentation, and situations that may indicate possible fraud
- Describe the potential causes of defective or faulty contractor performance and distinguish between intentional and unintentional noncompliance
- Develop audit plans, including objectives and the scope of audit coverage
- Effectively report the results of service contract audits
- Determine the factors that should be assessed in determining which services should be performed in-house and which should be outsourced
- Identify and distinguish roles of the contract monitor, the contract manager, and the auditor

### WHO SHOULD ATTEND?

Auditors with prior experience in using measures to assess performance

**Level: Advanced**

### SESSION SCHEDULE

### LOCATION

7/10/19 - 7/11/19 ..... Washington, DC

9/4/19 - 9/5/19 ..... Washington, DC

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# Auditing Performance Outcomes

**AUDT9012G      2 Days      16 CPE      \$699**

If you seek the skill set required to successfully conduct audits to determine the impact (benefit) attributable to agency programs and changes made in program operations, this course is for you. Learn which 'cause and effect' questions call for an audit to determine the outcome results attributable to an initiative, a new program or recent change to an existing program. Explore three evaluation designs useful to auditors in conducting such audits. These designs isolate the results or impact attributable to an initiative by comparing the performance achieved with the initiative to what performance would have been without it. Learn the conditions for applying each design, as well as the strengths and weaknesses of each design, in ruling out the effect of any rival causes. Through multiple case exercises, practice planning audits and developing findings that apply the three designs. Learn how to prepare a Cost and Benefit Analysis to determine if the results attributable to an implemented initiative are worth the cost.

## LEARNING OUTCOMES

- Recognize what audit questions call for an impact audit with the objective of determining the outcome results attributable to an initiative
- Explain how impact audits with a focus on outcome results are similar to and different from traditional performance audits
- Describe the basic methodology for conducting impact audits
- Define and apply the finding elements for impact audits
- Cite the items of background information about the program or initiative under audit that needs to be collected in conducting an impact audit
- Write objectives that provide direction for planning and reporting on impact audits
- Describe three methodology designs, their strengths and weaknesses, for conducting impact audits
- Identify rival causes that can adversely affect an auditor's ability to draw sound conclusions about the results attributable to an initiative
- Choose and apply the design that is most applicable in conducting a given impact audit considering data availability and rival causes
- Explain the use of Cost and Benefit Analysis and how the results of impact audits are used in such analysis
- Prepare a Cost and Benefit Analysis of an implemented program or initiative

## WHO SHOULD ATTEND?

Auditors with extensive experience in performance auditing. This course is beneficial for anyone preparing to take the CGAP Exam.

**Level: Advanced**

SESSION SCHEDULE	LOCATION
2/5/19 - 2/6/19 .....	Atlanta, GA
4/11/19 - 4/12/19 .....	Washington, DC
7/17/19 - 7/18/19 .....	Washington, DC
9/11/19 - 9/12/19 .....	Washington, DC
12/9/19 - 12/10/19 .....	San Francisco, CA





# Basic Governmental Auditing

AUDT7001G    5 Days    40 CPE    \$1399

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

This course is beneficial for anyone preparing to take the Certified Government Auditing Professional (CGAP) Exam.

**Level: Foundation**

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/18/19.....	Washington, DC
3/11/19 - 3/15/19.....	Washington, DC
3/11/19 - 3/15/19.....	Dallas, TX
4/8/19 - 4/12/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
5/13/19 - 5/17/19.....	San Diego, CA
6/17/19 - 6/21/19.....	Washington, DC
6/17/19 - 6/21/19.....	Las Vegas, NV
6/17/19 - 6/21/19.....	Atlanta, GA
7/15/19 - 7/19/19.....	Washington, DC
7/15/19 - 7/19/19.....	Chicago, IL
7/22/19 - 7/26/19.....	Seattle, WA
7/29/19 - 8/2/19.....	Austin, TX
8/5/19 - 8/9/19.....	Denver, CO
8/12/19 - 8/16/19.....	Washington, DC
8/12/19 - 8/16/19.....	San Francisco, CA
9/23/19 - 9/27/19.....	Washington, DC
11/18/19 - 11/22/19.....	Washington, DC

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# Clear Writing through Critical Thinking

WRIT7100D      3 Days      1.8 CEU      \$999

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

This course applies towards completion of the DoD Financial Management Certification Program.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Auditors, evaluators and analysts who want to improve their critical thinking and writing skills

Level: Intermediate

SESSION SCHEDULE	LOCATION
1/15/19 - 1/17/19.....	Washington, DC
2/12/19 - 2/14/19.....	Washington, DC
3/12/19 - 3/14/19.....	Washington, DC
4/16/19 - 4/18/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/4/19 - 6/6/19.....	Washington, DC
6/18/19 - 6/20/19.....	San Diego, CA
7/23/19 - 7/25/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/15/19 - 10/17/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC

# Compliance Auditing

AUDT8095G      2 Days      16 CPE      \$699

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Auditors wanting to know the principles and general prerequisites in auditing for conformance with authoritative requirements, including contracts and grants. This course is also beneficial for others who do grant auditing.

Level: Foundation

SESSION SCHEDULE	LOCATION
3/26/19 - 3/27/19.....	Washington, DC
5/6/19 - 5/7/19.....	San Francisco, CA
7/17/19 - 7/18/19.....	Washington, DC
9/25/19 - 9/26/19.....	Washington, DC
10/24/19 - 10/25/19.....	Washington, DC



# Conducting Performance Audits

AUDT7002G    3 Days    24 CPE    \$899

Gain a strong foundation in the theory, principles, and methodology for conducting performance audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS). Focus exclusively on the knowledge and skills needed for performance auditing: the expectations of public sector auditors; the purposes and types of performance audits; the role of audit objectives; the types and tests of audit evidence; methods of evidence collection and documentation; and the types of performance audit findings and applicable elements of those findings. Practice audit techniques and developing audit findings through a series of public sector case-study exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

## LEARNING OUTCOMES

- Describe the phases of a performance audit and the end product of each phase
- Apply techniques for conducting the survey phase
- Formulate objectives that articulate what the audit should accomplish and provide guidance for planning, field work and reporting
- Apply a step-by-step process in planning to achieve an audit’s objectives and use a matrix to document those plans
- Apply alternative methods for collecting and documenting, and for assuring the reliability of the different types of evidence
- Demonstrate a working knowledge of findings development and performance audit reporting

## WHO SHOULD ATTEND?

New auditors with less than six months of performance auditing experience. Anyone who has attended Basic Governmental Auditing (AUDT7001G) should not attend this course because it also includes the topics covered in Conducting Performance Audits. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Foundation

SESSION SCHEDULE	LOCATION
3/26/19 - 3/28/19 .....	Washington, DC
5/5/19 - 5/7/19 .....	Washington, DC
6/11/19 - 6/13/19 .....	San Francisco, CA
7/23/19 - 7/25/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	Washington, DC
11/5/19 - 11/7/19 .....	Washington, DC

# Contract Auditing

AUDT8801G    5 Days    40 CPE    \$1,249

Gain the knowledge and skills necessary to develop a forward-pricing proposal to address how to evaluate a contractor’s estimate of costs to perform a government contract. Using two case studies, learn how to audit the various elements of the proposal: direct labor, direct material and indirect costs. Also learn how to incorporate quantitative audit techniques — statistical sampling, correlation analysis, and improvement curve — in performing the audit. Develop a historical cost audit to determine whether the contractor is entitled to be reimbursed for costs claimed on contracts. Learn how to use the Federal Acquisition Regulations (FAR) and the Cost Accounting Standards to determine the allowability, allocability, and reasonableness of costs. Learn how to calculate indirect allocation rates and how they are applied to contracts. Applicable sections of the FAR are included as part of your materials for this course.

## LEARNING OUTCOMES

- Describe the types of contract audits and related concerns, and the specific purposes of price proposal and historical cost audits
- Determine the allowability of costs using acquisition regulations and cost accounting standards
- Select and apply the methodology and quantitative audit techniques applicable to price proposal and historical cost audits
- Perform price proposal and historical cost audits

## WHO SHOULD ATTEND?

Auditors and others involved in auditing forward pricing and historical contracts

Level: Intermediate

SESSION SCHEDULE	LOCATION
4/8/19 - 4/12/19 .....	Washington, DC
7/29/19 - 8/2/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Washington, DC



# Contract and Procurement Fraud

AUDT8036G      2 Days      16 CPE      \$699

The possibility of fraud in government procurement presents a constant risk. Learn to recognize the indicators of procurement fraud in different government contracts and to develop audit strategies to identify and quantify the extent of fraud in specific government contracting programs. Using actual examples from past procurement fraud cases, learn about traditional fraud schemes involving false statements, false claims, product substitution, accounting frauds, and minority/woman/small business front operations. Focus on identifying the indicators of fraud, as well as criminal, civil, administrative, and contractual actions in response to fraud. Explore fraud issues related to the growing government involvement in e-commerce.

## LEARNING OUTCOMES

- Identify the auditor’s responsibilities for the detection and investigation of contract fraud
- Identify fraud schemes and indicators that are common to government contracting programs
- Familiarize auditors with procurement regulations and contracting practices of government agencies
- Understand government procurement procedures and their impact upon audits
- Understand small and minority business programs and their susceptibility to fraud
- Identify investigative techniques to assist criminal investigators in conducting procurement fraud investigations
- Describe criminal, civil, administrative, and contractual actions that can be taken in response to contract fraud
- Understand fraud in electronic commerce

## WHO SHOULD ATTEND?

Auditors looking to enhance their skills to detect fraud in government contracting programs

Level: Advanced

SESSION SCHEDULE	LOCATION
3/13/19 - 3/14/19 .....	Washington, DC
5/1/19 - 5/2/19 .....	Philadelphia, PA
7/16/19 - 7/17/19 .....	Washington, DC
9/4/19 - 9/5/19 .....	Washington, DC
9/25/19 - 9/26/19 .....	Washington, DC

# Creative Thinking for Auditors

AUDT8012G      2 Days      16 CPE      \$699

There are many ways to conduct audits and help organizations identify and solve problems. Learn practical, easy-to-use techniques for generating new ideas and how to apply them in the audit process. Practice these skills using exercises related to government auditing, business and real life. Gain experience with idea-generation techniques, best practices in auditing, use of control frameworks, and the impact of organizational cultures on auditing. Return to your work environment with a handful of tools to assist you in generating new ideas for your audits.

## LEARNING OUTCOMES

- Eliminate roadblocks and barriers to the use of creative thinking in auditing
- Describe and discuss the basic concepts of creative thinking
- Distinguish between creative and critical thinking and explain their complimentary roles in problem solving
- Describe two key stages in applying creative and critical thinking to identify the causes and solutions to problems with performance
- Use creative thinking principles and tools to boost your output of innovative ideas and identify the real causes of, and best solutions to, organizational problems
- Apply critical thinking principles and tools to organize, evaluate, and prioritize ideas generated by creative thinking

## WHO SHOULD ATTEND?

Auditors who want to explore creative techniques to apply in the audit process

Level: All

SESSION SCHEDULE	LOCATION
4/2/19 - 4/3/19 .....	Washington, DC
5/8/19 - 5/9/19 .....	Kansas City, KA
6/11/19 - 6/12/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	San Francisco, CA
9/17/19 - 9/18/19 .....	Washington, DC
12/3/19 - 12/4/19 .....	Washington, DC



# Data Analytics: Tools and Techniques

**AUDT8913G**    **1 Day**    **8 CPE**    **\$349**

This seminar is a condensed, quick-paced overview of the principles, tools, techniques, and applications of data analytics within a contemporary audit environment. Large amounts of electronic data present an enormous challenge and opportunity to identify trends, correlations, levels of compliance, activity, risks, possible fraud, errors, and otherwise hidden causes and effects in financial, performance, and operational activity. This seminar will demonstrate the application of software and a case study to demonstrate the power of available tools to extract, sort and identify specific information from databases and the cloud. This seminar will also explore approaches to using data to identify risks and outliers, monitor activity, and display and chart results for reporting and presentation, as well as current industry data trends and threats.

## LEARNING OUTCOMES

- Explain the importance of data analytics in auditing
- Identify patterns and outliers quickly to make decisions on what to analyze
- Describe the difference between structured and unstructured data
- Use the Data Analysis Maturity Model and identify your organization's maturity
- Practice on multiple case studies doing analysis with an audit specific data analysis tool
- List common data analysis tools that can be used in auditing
- Explain various trends in data analysis, data architecture, and data governance and their implications for auditing

## WHO SHOULD ATTEND?

Managers, leaders, auditors, analysts, evaluators, and investigators

**Level: Advanced**

## SESSION SCHEDULE

## LOCATION

2/7/19 - 2/7/19 .....	Washington, DC
2/14/19 - 2/14/19 .....	Washington, DC
3/28/19 - 3/28/19 .....	Washington, DC
5/2/19 - 5/2/19 .....	Washington, DC
7/11/19 - 7/11/19 .....	Washington, DC
9/26/19 - 9/26/19 .....	Washington, DC

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# Developing and Presenting Audit Findings

**AUDT7021G**    **2 Days**    **16 CPE**    **\$699**

A key challenge in reporting the results of performance audits is to formulate the report message from the audit data. A weak message translates into a weak report. An additional challenge is to then compile and sequence the audit facts to support that message. Using alternative methods, gain hands-on practice in marshaling the evidence from your audit into findings that answer the audit objectives and present the details in an understanding and convincing manner. Using case exercises, learn to develop findings for compliance, process and control, accomplishment and impact audits. You'll give an oral presentation on a finding that's developed for an integrated case study used throughout the course.

## LEARNING OUTCOMES

- Explain the central role of effective audit objectives in finding development
- Define the role of performance aspects in audit findings
- Describe two finding paradigms used in performance auditing and the elements they contain
- Outline a finding and prepare a synopsis summarizing the audit results in response to the audit objectives
- Develop and present audit findings and related conclusions and recommendations
- Apply the Government Auditing Standards in the development of audit findings

## WHO SHOULD ATTEND?

New auditors who do performance, contract and grant auditing. This course will also benefit experienced auditors who want to enhance their developing and presenting audit findings skills. It is also beneficial for anyone preparing to take the CGAP Exam.

**Level: Foundation**

## SESSION SCHEDULE

## LOCATION

2/27/19 - 2/28/19 .....	Washington, DC
5/1/19 - 5/2/19 .....	Washington, DC
6/19/19 - 6/20/19 .....	Washington, DC
8/27/19 - 8/28/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	San Diego, CA

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# Effective Audit Resolution, Follow-up and Implementation

**AUDT8034GG   2 Days   16 CPE   \$699**

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

## LEARNING OUTCOMES

- Understand the importance and requirements of audit resolution and follow-up
- Describe the authority, roles and responsibilities of managers and auditors involved with audit resolution, follow-up, monitoring, and reporting
- Focus on development of timely, meaningful, and actionable recommendations that can be agreeably resolved for appropriate action
- How to address disputed recommendations and reach an equitable resolution
- Develop processes for achieving resolution, planning, monitoring, implementing, and reporting on the status of corrective action

## WHO SHOULD ATTEND?

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

**Level: Advanced**

SESSION SCHEDULE	LOCATION
4/30/19 - 5/1/19 .....	Washington, DC
6/25/19 - 6/26/19 .....	Washington, DC
8/28/19 - 8/29/19 .....	Washington, DC
10/30/19 - 10/31/19 .....	Washington, DC

# Effective Audit Supervision

**AUDT9002G   4 Days   32 CPE   \$1,149**

Identify your management style and improve your effectiveness when dealing with others with different styles. Learn how to set performance expectations and how to match staff capabilities with audit tasks. Industry-recognized analytic instruments are used to provide you with a set of practical tools and techniques intended to enhance your supervisory skills.

## LEARNING OUTCOMES

- Recognize the natural tension between the audit supervisor’s roles as “technical” and “human relations” leader
- Identify ways of balancing these dual responsibilities
- Describe the leader’s role and responsibilities under the Government Auditing Standards
- Recognize your own managerial and interpersonal styles
- Identify ways to improve your effectiveness when dealing with team members
- Apply leadership techniques to tasks such as managing the performance cycle, setting expectations, providing coaching and on-the-job training, monitoring performance, providing feedback, leading groups and meetings, managing conflict, and fulfilling administrative and legal responsibilities
- Identify ways to apply the principles of motivation and leadership in leading and developing audit teams

## WHO SHOULD ATTEND?

Auditors in managerial, supervisory and team leader positions who want to focus on the supervisor’s human relations role in leading audits. See Skills for Leading and Managing Audit Projects (AUDT9109G) if you want to focus on the supervisor’s technical role in leading audits.

**Level: Advanced**

SESSION SCHEDULE	LOCATION
1/28/19 - 1/31/19 .....	Washington, DC
4/1/19 - 4/4/19 .....	Washington, DC
4/29/19 - 5/2/19 .....	Atlanta, GA
6/17/19 - 6/20/19 .....	San Diego, CA
6/24/19 - 6/27/19 .....	Washington, DC
8/12/19 - 8/15/19 .....	Washington, DC
9/23/19 - 9/26/19 .....	Washington, DC
12/3/19 - 12/6/19 .....	Washington, DC





# Emotionally Intelligent Auditor: A Guide to Achieving Power With People

**AUDT8911G**    **1 Day**    **8 CPE**    **\$349**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Managers, leaders, auditors, analysts, evaluators, and investigators

**Level: Advanced**

## SESSION SCHEDULE

## LOCATION

2/21/19 - 2/21/19..... Washington, DC  
5/30/19 - 5/30/19..... Washington, DC  
7/2/19 - 7/2/19..... Washington, DC  
9/30/19 - 9/30/19..... Washington, DC

# Enterprise Risk Management: Executive Seminar

**AUDT8912G**    **1 Day**    **8 CPE**    **\$389**

This seminar is designed for executives responsible for mission and mission support activities, as well as for auditors who need to understand the application and role of risk management in sustaining organizational performance, efficiency, and effectiveness. The seminar topics are based on the award-winning, best-selling textbook, *Enterprise Risk Management: A Guide for Government Professionals*, which is included with the seminar. The book covers topics such as The Importance and Need for ERM; Leadership Accountability for Managing Risk; Managing Risk Culture; Using ERM to Inform Strategic Goals; Mapping Risks to Strategic Goals; Risk Maturity and Organizational Performance; Standards for Effective ERM; OMB Circular A-50 and Audit Follow Up Risk; Risk Information and Communication; and Executive ERM Implementation Plan.

## LEARNING OUTCOMES

- Understand the need for ERM
- Describe risk in government
- Understand Leadership Accountability for Enterprise Risk Management
- Identify Strategies for building a risk culture
- Use ERM to define risk to strategic goals
- Articulate the role of ERM in the budget environment

## WHO SHOULD ATTEND?

Executives responsible for mission and mission-support activities

**Level: Advanced**

## SESSION SCHEDULE

## LOCATION

3/12/19 - 3/12/19..... Washington, DC  
6/20/19 - 6/20/19..... Washington, DC  
8/1/19 - 8/1/19..... Washington, DC  
9/17/19 - 9/17/19..... Washington, DC

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# Ethical Decision Making for Auditors

AUDT9030G    1 Day    8 CPE    \$399

Are you faced with tough decisions about how to handle sensitive situations in your mission to uncover fraud, waste, and abuse? Explore the ethical hazards and dilemmas facing auditors and review methods of analyzing and resolving them in this participative workshop. Come away with a skill-set for dealing with the common right vs. wrong hazards (temptations) and the more difficult right vs. right conflicts or dilemmas that auditors face. Also, learn ways to mitigate the risks, fortify the courage associated with carrying out ethical decisions, and review how to integrate effective ethics control systems into an organization.

### LEARNING OUTCOMES

- Anticipate and recognize ethical dilemmas as well as distinguish right vs. wrong temptations from the right vs. right ethical hazards and dilemmas that auditors face in their work
- Select, describe, and use the appropriate ethical decision-making process from a survey of widely accepted models
- Describe the causes of unethical behavior and methods of discouraging that behavior
- Mitigate the internal and external inhibitors to carrying out decisions when there are potential risks involved
- Help establish an ethics control system in organization

### WHO SHOULD ATTEND?

All auditors and decision makers, such as follow-up officers and action officials

Level: All

### SESSION SCHEDULE

SESSION SCHEDULE	LOCATION
4/18/19 - 4/18/19 .....	Washington, DC
8/1/19 - 8/1/19 .....	Washington, DC





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# Federal Appropriations Law

**FINC7100D      4 Days      32 CPE      \$1,019**

In this comprehensive course, you will learn how to correctly interpret and apply federal appropriations law to the use of appropriated funds. You will gain a solid foundation in federal government appropriations law using the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book), Chapters 1 through 9 as the text. At the completion of the course, you will be able to determine the availability of appropriations as to purpose, time, and amount and to avoid Antideficiency Act errors. The course also explores the relationship of agency budgets to appropriations, and the propriety, timing, and legality of certain types of expenditures. Working in teams, you will gain practical experience by completing case studies that are based on actual Comptroller General Decisions.

NOTE: There are roughly seven inches of reference books associated with this course. You may want to consider shipping these documents back to your office.

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
1/15/19 - 1/18/19.....	Washington, DC
1/29/19 - 2/1/19.....	San Diego, CA
2/26/19 - 3/1/19.....	Washington, DC
2/26/19 - 3/1/19.....	Atlanta, GA
3/26/19 - 3/29/19.....	Washington, DC
3/26/19 - 3/29/19.....	San Francisco, CA
4/23/19 - 4/26/19.....	Washington, DC
4/23/19 - 4/26/19.....	Virginia Beach, VA
5/21/19 - 5/24/19.....	Washington, DC
5/21/19 - 5/24/19.....	Denver, CO
6/11/19 - 6/14/19.....	Washington, DC
6/18/19 - 6/21/19.....	Albuquerque/NM
6/25/19 - 6/28/19.....	Washington, DC
6/25/19 - 6/28/19.....	San Antonio, TX
7/9/19 - 7/12/19.....	Washington, DC
7/16/19 - 7/19/19.....	Jacksonville, FL
7/16/19 - 7/19/19.....	Chicago, IL
7/23/19 - 7/26/19.....	Washington, DC
7/23/19 - 7/26/19.....	Las Vegas, NV
8/6/19 - 8/9/19.....	Washington, DC
8/20/19 - 8/23/19.....	Washington, DC
8/20/19 - 8/23/19.....	Seattle, WA
9/10/19 - 9/13/19.....	Washington, DC
9/24/19 - 9/27/19.....	Washington, DC
9/24/19 - 9/27/19.....	Dallas, TX
10/22/19 - 10/25/19.....	Washington, DC
10/29/19 - 11/1/19.....	Chicago, IL
11/19/19 - 11/22/19.....	Washington, DC
11/19/19 - 11/22/19.....	San Diego, CA
12/3/19 - 12/6/19.....	Atlanta, GA
12/10/19 - 12/13/19.....	Washington, DC



# Federal Appropriations Law Refresher and Update

**FINC8147D      2 Days      16 CPE      \$679**

This course provides a periodic refresher and update on federal appropriations law that is needed for the following reasons: 1) Congress passes new laws from time to time; 2) federal courts issue new decisions that set precedent; and 3) the Comptroller General occasionally renders new decisions or modifies existing decisions. This course brings you up-to-date on all of these changes to federal appropriations law.

Participants will learn to apply appropriations law concepts by completing case studies based on Comptroller General decisions.

## LEARNING OUTCOMES

- Evaluate propriety of administrative decisions
- Apply Comptroller General decisions
- Assist in the legal obligation of funds
- Avoid Antideficiency Act violations
- Record obligations properly

## WHO SHOULD ATTEND?

This course is designed for federal government employees and contractors who have already taken Federal Appropriations Law (FINC7100D). In general, an employee should take this refresher and update course if 18 months or more have elapsed since they have taken the four-day course.

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19 .....	Washington, DC
5/8/19 - 5/9/19 .....	San Diego, CA
5/14/19 - 5/15/19 .....	Washington, DC
7/17/19 - 7/18/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
11/19/19 - 11/20/19 .....	Washington, DC

# Government Auditing for Non-Auditors

**AUDT7005G      1 Day      8 CPE      \$399**

Why do auditors do what they do? Do you need to interact with auditors and thus need to know what is expected of you and what you can expect of the auditors? Learn the critical role that public sector auditors play in ensuring that government organizations, grantees, and contractors merit the public's confidence. Explore the required standards they use and the processes they follow in planning, executing, and reporting on financial, compliance and performance audits. Discover the expectations that audit organizations have in working with agency personnel and what agency staff can expect of auditors. Gain the knowledge needed to effectively interact with your auditors, represent your agency before auditors, and respond to their findings.

## LEARNING OUTCOMES

- Describe the role of public sector auditors
- Describe the processes they follow in planning, executing, and reporting on performance audits
- Explain the expectations of audit organizations and their staffs in dealing with agency personnel
- Effectively interact with auditors and respond to audit findings

## WHO SHOULD ATTEND?

Non-auditors who interact with auditors and are interested in learning the role and responsibilities of government auditors

**Level: All**

SESSION SCHEDULE	LOCATION
1/31/19 - 1/31/19 .....	Washington, DC
5/22/19 - 5/22/19 .....	Washington, DC
8/20/19 - 8/20/19 .....	Washington, DC
10/21/19 - 10/21/19 .....	Washington, DC



# Government Auditing Standards: Review and Update

**AUDT7732G      1 Day      8 CPE      \$399**

Receive an in-depth review and update on the Government Auditing Standards, plus a brief history on the development of the standards. Discuss the structure of the recent revision of the standards and the major changes, focusing on the sections applicable to performance audits. Discuss the purpose and requirements of individual standards, with emphasis on the recent changes. Apply specific standards to real-life cases through a series of quizzes and exercises which make this course an interesting and enjoyable learning experience.

The course can be tailored for on-site delivery in segments of four hours or less to meet your needs.

Until June 2019 this class continues to present the currently applicable Yellow Book Standards with a summary review and highlights of the 2018 revisions, applicable July 2019.

## LEARNING OUTCOMES

- Understand the foundation of GAGAS and auditors’ ethical principles
- Demonstrate a knowledge of the Standards for use and application of GAGAS including types of audits and engagements
- Be familiar with the General Standards including recent updates
- Review the Performance Audit Standards including recent updates
- Understanding the Supplemental Guidance specifically Appendix I
- Explain the General Standards, including application of the conceptual framework approach to independence and other updates

## WHO SHOULD ATTEND?

Auditors who apply the Government Auditing Standards to their audits  
**Level: All**

SESSION SCHEDULE	LOCATION
1/16/19 - 1/16/19.....	Washington, DC
2/20/19 - 2/20/19.....	Washington, DC
3/5/19 - 3/5/19.....	Kansas City, MO
3/20/19 - 3/20/19.....	Washington, DC
4/2/19 - 4/2/19.....	Chicago, IL
5/7/19 - 5/7/19.....	Dallas, TX
5/21/19 - 5/21/19.....	Washington, DC
6/20/19 - 6/20/19.....	Washington, DC
7/2/19 - 7/2/19.....	Philadelphia, PA
8/1/19 - 8/1/19.....	San Francisco, CA
9/18/19 - 9/18/19.....	Washington, DC
10/10/19 - 10/10/19.....	Denver, CO
10/23/19 - 10/23/19.....	Seattle, WA
12/11/19 - 12/11/19.....	Atlanta, GA

# Information Systems Auditing

**AUDT8029G      3 Days      24 CPE      \$899**

Learn the basic processes, tools, and techniques involved in auditing today’s information systems. Become familiar with the basic audit techniques specified in the U.S. Government Accountability Office’s Federal Information System Controls Audit Manual (FISCAM), selected National Institute of Standards and Technology (NIST) special publications, and other relevant audit guidance by engaging in exercises, case studies, lectures, and discussions. Improve your skill set by discovering alternative methods of evaluating and testing both general and business process application controls, including identifying indicators of potential fraud.

UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL

## LEARNING OUTCOMES

- Provide a conceptual framework of internal controls in a computer environment
- Discuss the primary steps in conducting a risk assessment of an IT system
- Review the audit implications of recent technological changes
- Review the evaluation and testing procedures for General and Business Process Application Controls

## WHO SHOULD ATTEND?

Auditors with limited exposure to information systems auditing. This course is also beneficial for anyone preparing to take the CGAP Exam.  
**Level: All**

SESSION SCHEDULE	LOCATION
3/5/19 - 3/7/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
11/19/19 - 11/21/19.....	Washington, DC





# Information Technology for Auditors

**AUDT8024G Available by Contract Only**

Learn the components of information technology and how they are organized, developed and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the Government Auditing Standards. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

## LEARNING OUTCOMES

- Describe how information technology is organized, developed and managed
- Explain how technology affects your responsibilities
- Cite Standards and guidelines governing audits performed under the Government Auditing Standards

## WHO SHOULD ATTEND?

Auditors at all levels who want to learn how information technology affects an auditor’s responsibilities and performance. To learn more about the information systems audit process, enroll in Information System Auditing (AUDI8029G).

**Level: Foundation**

## SESSION SCHEDULE

Available by Contract Only



# Intermediate Performance Auditing

**AUDT8046G 3 Days 24 CPE \$949**

Gain the knowledge and skills necessary of a seasoned audit professional performing or supervising complex performance audits. Learn key concepts and decision processes for successfully executing each phase of a performance audit: survey, planning, field work and reporting. Through a progressive case study explore the audit process that challenges you to consider audit alternatives, make critical decisions and examine the outcome of your decisions. Apply techniques used by experienced audit practitioners and supervisors in this hands-on approach to managing audit engagements and ensuring more timely completion of meaningful audits.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Prepare programs of audit work to be done in each phase of the audit
- Based on survey work, identify detailed audit issues and core performance aspects having maximum potential for improvement
- Appraise field work, the quantity and quality of program products and services (outputs), and the timeliness of their delivery to customers
- Appraise field work; the economy; and efficiency in producing program products and services, and in delivering them to customers
- Prepare an analysis demonstrating any potential for improvement
- Develop performance findings and make recommendations for improvement

## WHO SHOULD ATTEND?

Auditors with two to five years experience conducting performance audits

**Level: Intermediate**

## SESSION SCHEDULE

## LOCATION

2/12/19 - 2/14/19.....	Washington, DC
3/5/19 - 3/7/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
7/23/19 - 7/25/19.....	Denver, CO
8/27/19 - 8/29/19.....	Washington, DC
11/19/19 - 11/21/19.....	Washington, DC

# Interviewing Techniques for Auditors

**AUDT7012G    3 Days    24 CPE    \$899**

Sharpen the skills needed to obtain testimonial information for an effective audit! Learn the mechanics of effective interviewing techniques through lectures, discussions and simulated interview exercises. Witness the major steps of the interview process demonstrated in a mock interview. Identify proven interviewing techniques, and through role playing, identify your own style and practice the proven techniques. While designed for auditors, anyone who conducts interviews to obtain information for analysis purposes will find this course useful.

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

## LEARNING OUTCOMES

- Plan and conduct effective audit interviews using an eight-step model
- Conduct effective individual and team interviews
- Manage the interpersonal dynamics that occur between auditors and auditees
- Select an appropriate note-taking technique
- Listen more effectively during an interview
- Use appropriate questioning and paraphrasing skills

## WHO SHOULD ATTEND?

Auditors and professionals at all levels who want to enhance the effectiveness of the interviews they conduct

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Atlanta, GA
3/5/19 - 3/7/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Denver, CO
6/4/19 - 6/6/19 .....	Washington, DC
6/17/19 - 6/19/19 .....	Philadelphia
7/23/19 - 7/25/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	Washington, DC
9/17/19 - 9/19/19 .....	Kansas City
9/24/19 - 9/26/19 .....	Washington, DC
12/3/19 - 12/5/19 .....	Washington, DC

# Making Your Case to Prosecute Fraud

**AUDT8090G    2 Days    16 CPE    \$699**

Fraud is a booming business today! As fraud schemes become more sophisticated and defense attorneys more proactive, task forces including auditors, investigators, and prosecutors are often assembled to combat the fraud schemes. Learn the techniques that are unique to planning and implementing a forensic audit. Identify how each team member contributes to the success of the task force. Learn the special rules and procedures that apply in obtaining evidence to substantiate and prosecute fraud. Analyze the differences between program and forensic audits, and also the basis for those differences.

## LEARNING OUTCOMES

- Describe and apply the five elements of a prosecutable fraud scheme
- Be conversant with the criteria used by prosecutors in making litigation decisions
- Describe the current situation that mandates joint task force efforts in combating fraud, and the participant's role on such a task force
- Contrast the standards of evidence that apply in auditing from those that apply in prosecuting fraud
- Differentiate the various ways that a government agency may obtain evidence for use in administrative, civil, and criminal cases
- Describe the restrictions that a government agency must observe in obtaining evidence for use in prosecuting a criminal fraud case
- Understand the principles of the forensic audit and be able to apply them during a class project
- Be familiar with the basic rules of trial procedure, as well as the role of each participant
- Understand the task force participant's responsibilities as a potential witness and be familiar with defense attorney tactics

## WHO SHOULD ATTEND?

Auditors, investigators, and attorneys at all levels who participate on task forces to uncover fraud schemes and prosecute the perpetrators. Auditors wanting to know the rules that apply in independently pursuing fraud as part of an audit will also benefit by taking this course.

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
4/2/19 - 4/3/19 .....	Washington, DC
7/23/19 - 7/24/19 .....	Washington, DC

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# Manager’s and Auditor’s Roles in Assessing Internal Control

Formerly called Management’s Responsibility for Internal Control (OMB Circular A-123, GAO Green Book)

AUDT8003G      2 Days      16 CPE      \$699

Federal government agency heads must follow the requirements of the Federal Manager’s Financial Integrity Act and OMB’s Circular A-123 to assess and report on the agency’s system of internal control. Learn how the required compliance assessment can be structured and carried out, including basic techniques and approaches for conducting evaluations and documenting their results. Understand the intent and content of OMB’s 2016 revision to Circular A-123 and GAO’s 2014 revision to the Internal Control Standards (the Green Book).

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

## LEARNING OUTCOMES

- Explain why management assessment of controls is important to accomplish operations and program objectives
- Explain GAO and COSO standards on controls and apply them to government operations and programs
- Describe the key components of assessing controls
- Practice applying risk assessment and describe requirements and guidance for evaluating controls
- Evaluate and report on an agency’s system of management controls
- Recognize significant deficiencies and material weaknesses and be familiar with the type of issues that are reported
- List items for reporting in the annual Integrity Act Assurance Statements

## WHO SHOULD ATTEND?

Program managers and other non-auditors, as well as auditors who conduct control assessments and auditors who review agencies, implementation of Circular A-123

Level: All

SESSION SCHEDULE	LOCATION
1/23/19 - 1/24/19.....	Washington, DC
3/19/19 - 3/20/19.....	Atlanta, GA
3/20/19 - 3/21/19.....	Washington, DC
4/2/19 - 4/3/19.....	Seattle, WA
5/1/19 - 5/2/19.....	Washington, DC
6/5/19 - 6/6/19.....	San Antonio, TX
7/23/19 - 7/24/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
9/11/19 - 9/12/19.....	Philadelphia, PA
9/17/19 - 9/18/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC



# Managing the Audit Engagement

AUDT9102G    3 Days    24 CPE    \$899

Improve your effectiveness as a supervisor in leading the survey and planning phases of a performance audit. Understand the purpose, tasks, and end products of each phase. Apply project management conferencing techniques in making requisite decisions in each phase. Gain practice applying the conferencing techniques through a case study simulation.

## LEARNING OUTCOMES

- Describe what each phase of the audit process contributes to finding development
- Describe the decisions that need to be made at each phase and the role that conferences play in making those decisions
- Illustrate how well-stated objectives form the basis for field work, reporting, and monitoring the ongoing conduct of the audit
- Define the purpose and product of a conference at the survey, planning, field work verification, and reporting phases; and describe which team members should attend and their roles
- Demonstrate a working knowledge of how to conduct a conference by participating in a case study simulation using a team-prepared agenda

## WHO SHOULD ATTEND?

Audit supervisors, team leaders and managers who want to focus on the supervisor’s technical role in leading audit engagements. See Effective Audit Supervision (AUDT9002G) if you want to focus on the supervisor’s human relations role in leading audit engagements.

Level: Advanced

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19.....	Las Vegas, NV
3/26/19 - 3/28/19.....	Washington, DC
5/20/19 - 5/22/19.....	Washington, DC
7/15/19 - 7/17/19.....	Washington, DC
8/5/19 - 8/7/19.....	Philadelphia, PA
9/10/19 - 9/12/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC



# Planning Audit Assignments

AUDT8451G    2 Days    16 CPE    \$699

Careful planning is the foundation of success in completing quality performance audits, quickly. Recognizing that audits are projects, a structured approach is presented for planning and performance audits that parallels project management principles. In this approach, you learn:

- (1) A risk method to apply in identifying value-added subjects and issues for audit;
- (2) How to formulate audit objectives that meet standards, make clear what an audit is to accomplish, and provide for obtaining evidence to determine the nature and extent of identified problems;
- (3) How to apply a step-by-step process in selecting the scope of work and methodology for obtaining evidence to answer the audit objectives;
- (4) How to document the audit plan using a design matrix; and
- (5) Factors to consider in assigning staff to conduct the audit.

Simulated real-world practice is provided with numerous public sector case studies and exercises.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Explain the role of objectives in performance auditing
- Use risk assessment to identify areas of vulnerability and performance improvement for audit
- Apply a step-by-step approach in designing audits to achieve the objectives and use a matrix to document the design
- Write objectives that make clear what the audit is to accomplish; provide direction for planning and field work; facilitate report writing; and meet auditing standards
- Cite factors to consider in determining staff and other resource needs

## WHO SHOULD ATTEND?

Experienced performance auditors. This course is beneficial for anyone preparing to take the CGAP Exam. Participants should be familiar with the material covered in Basic Governmental Auditing (AUDT7001G).

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/19/19 - 3/20/19.....	Washington, DC
6/4/19 - 6/5/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC

# Practical Statistical Sampling for Auditors

AUDT8112G      3 Days      24 CPE      \$899

Equip yourself with the basic concepts of statistical sampling and confidently explain how the concepts can be applied to decision making. Gain an appreciation of the role statistical sampling plays in auditing, inspections, and fact-finding. Through case exercises, become proficient at applying basic statistical sampling principles and procedures in the audit environment. You will use Excel statistical functions and sampling software (which you can take back to our organization for use in audits). Emphasis is placed on sample-size determination and how to appraise and present the audit results. Using Excel and sampling software, learn all the steps from problem formulation to statistical design, field work, analysis, and presentation of findings.

## LEARNING OUTCOMES

- Formulate the audit problem and the sampling approach to its solution, including the conduct of a pilot (test) sample
- Explain the advantages of and when to use random sampling methods such as mean-per-unit, stratified cluster difference estimation and probability proportional to size sampling
- Choose an appropriate sample selection method
- Determine the appropriate size of a sample
- Select a statistical sample and derive essential facts to form audit findings
- Present audit findings with reasonable assurance of their correctness
- Identify some key problems that can occur when using samples for estimation

## WHO SHOULD ATTEND?

Auditors who have some experience in performance auditing and want to gain an appreciation for the role statistical sampling plays in the audit environment

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/11/19 - 3/13/19.....	Washington, DC
7/24/19 - 7/26/19.....	Washington, DC
10/28/19 - 10/30/19.....	Washington, DC
12/9/19 - 12/11/19.....	Washington, DC

# Presentation Skills for Auditors

AUDT8522G      2 Days      16 CPE      \$699

Presentation Skills for Auditors is designed to help auditors at all levels assess and improve their ability to make clear, well-structured and convincing presentations. Auditors at all levels must use the power of clear communication and the powers of persuasion to give effective formal and informal presentations, including briefings to audit management, budget committees, auditees, and peers; at entrance and exit conferences; and to others in conducting business. An effective presentation requires a focused message, addressing the concerns of the audience, that is well arranged and skillfully delivered. This is a practical course where participants will prepare, present and critique several presentations with the opportunity for self-assessment, coaching, and improvement.

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

## LEARNING OUTCOMES

- Analyze your audience
- Design a key message that addresses your audience’s needs and interests
- Deliver your message skillfully
- Handle audience questions and challenges
- Use visuals to help convey your message
- Manage the tensions related to public speaking

## WHO SHOULD ATTEND?

Auditors and related staff who can learn new skills and seasoned presenters who can continue to sharpen existing skills through practice and coaching

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/27/19 - 3/28/19.....	Washington, DC
5/7/19 - 5/8/19.....	Washington, DC
7/30/19 - 7/31/19.....	Washington, DC





# Prevention and Detection of Fraud

AUDT8002G    3 Days    24 CPE    \$899

Explore the legal statutes on fraud. Learn both the legal and layman’s definitions of fraud, and the nature, causes, and types of white-collar crimes. Become familiar with your professional audit responsibilities for designing audit procedures to detect fraud. Discover the role of internal controls and supervision in preventing fraud, and become familiar with audit procedures proven effective in detecting fraud. Discuss the role of auditors in reporting illegal acts and working with investigators to prosecute fraud. Practice fraud detection methods in multiple case exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

## LEARNING OUTCOMES

- Cite auditor responsibilities for the prevention and detection of fraud
- Describe the circumstances under which fraud is committed and who commits it
- Define fraud and explain its elements
- Identify common indicators and detection techniques associated with fraud
- Describe the classic fraud schemes
- Describe the federal rules of evidence for prosecuting fraud
- Identify factors relevant to auditor cooperation with investigators and the timing and content of investigative audits

## WHO SHOULD ATTEND?

Auditors with financial and performance auditing experience who seek a practical professional approach to fraud prevention and detection. Program managers may also find the course beneficial, as well as anyone preparing to take the CGAP Exam.

Level: All

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19.....	Washington, DC
4/24/19 - 4/26/19.....	Washington, DC
4/24/19 - 4/26/19.....	Dallas, TX
5/14/19 - 5/16/19.....	Atlanta, GA
6/4/19 - 6/6/19.....	Kansas City, MO
6/11/19 - 6/13/19.....	Philadelphia, PA
7/23/19 - 7/25/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
8/13/19 - 8/15/19.....	San Diego, CA
9/10/19 - 9/12/19.....	Denver, CO
9/17/19 - 9/19/19.....	Washington, DC
10/22/19 - 10/24/19.....	Washington, DC

# Quick Response Auditing

AUDT8011G    2 Days    16 CPE    \$699

Receive guidance on reducing the cycle time for your performance audits while maintaining quality, meeting user information needs, and conforming to the Government Auditing Standards. Ascertain when it is appropriate to offer clients alternatives to classic “full-scope” audit coverage, and how to establish an auditor-client relationship conducive to quick delivery of products. Learn how to tailor audit products to better meet client needs. Drawing on multiple case studies, learn to write objectives to facilitate quick field work and timely reporting, and learn ways to narrow or limit the scope of audit work to satisfy the objectives.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Experienced auditors, including supervisors, team leaders, and managers

Level: Intermediate

SESSION SCHEDULE	LOCATION
4/9/19 - 4/10/19.....	Washington, DC
6/25/19 - 6/26/19.....	Washington, DC
8/21/19 - 8/22/19.....	Washington, DC
9/25/19 - 9/26/19.....	Washington, DC



# Reviewing Other People's Report Writing

AUDT9502G      2 Days      16 CPE      \$699

Reviewing draft audit reports written by others is a critical and delicate skill. Critiquing the writing, not the writer, is the golden rule. Learn a structured process for efficiently evaluating the accuracy, appropriateness and readability of audit reports and for checking that findings are convincing, clear, objective, and complete yet concise. Discover how best to provide effective, constructive feedback with the ultimate goal of preparing better drafts and improving your writing skills. Practice applying the structured review process and developing new feedback skills through individual and group exercises.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Explain the role and responsibility of the reviewer
- Use Government Auditing Standards as the foundation throughout the report review, feedback, and revision process
- Describe an eight-step review process for evaluating audit report drafts
- Apply this structured review process to evaluate communication problems quickly in draft reports you review
- Provide effective oral and written feedback from the review process to those who draft audit reports

## WHO SHOULD ATTEND?

Auditors who review reports written by other auditors

**Level: Advanced**

SESSION SCHEDULE	LOCATION
1/29/19 - 1/30/19.....	Washington, DC
4/16/19 - 4/17/19.....	Washington, DC
6/24/19 - 6/25/19.....	Washington, DC
7/29/19 - 7/30/19.....	Washington, DC
8/27/19 - 8/28/19.....	Washington, DC



# Selecting and Planning Audits for Return on Investment

AUDT8914G      1 Day      8 CPE      \$349

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Advanced**

SESSION SCHEDULE	LOCATION
4/4/19 - 4/4/19.....	Washington, DC
9/11/19 - 9/11/19.....	Washington, DC
12/17/19 - 12/17/19.....	Washington, DC

# Skills for Leading and Managing Audit Projects

**AUDT9109G      3 Days      24 CPE      \$999**

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve positive results. Learn concepts and techniques for managing audit projects from proposal through reporting and for making the best use of your valuable time. Also learn how to communicate with responsible officials and the media; how to evaluate, coach, and motivate team members; and how to manage conflict. On completion of this course you will possess the leadership and management skills to ensure that your staff produce quality products that meet user needs and do so on time and within budget.

The instructors for this course have been senior audit executives responsible for leading and managing multiple audits and for managing an audit office or division.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Comprehend the behavioral changes and new skills critical to successful transition to a leadership role
- Plan and direct the overall coordination and cohesion needed to systematically determine the extent and type of audit work to be done throughout audit assignments
- Manage all aspects of your audit teams as they move from the proposal through the reporting phase
- Motivate staff to complete assignments successfully
- Evaluate and select staff for audit assignments, and know how to manage and communicate effectively with them
- Communicate professionally and effectively with auditees, other government officials, and the media
- Better manage your scarce and valuable time by determining which specific audits or audit tasks have priority
- Apply leadership concepts and various techniques that can be used to successfully plan, manage, and communicate audit assignments
- Become a stronger and more confident leader by applying the tenets of people, principles, and products

## WHO SHOULD ATTEND?

Senior auditors responsible for leading and managing audit projects. It will also benefit those transitioning from a site senior to audit team leader and manager

**Level: Advanced**

SESSION SCHEDULE	LOCATION
2/5/19 - 2/7/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Washington, DC
5/6/19 - 5/8/19 .....	Chicago, IL
5/7/19 - 5/9/19 .....	Denver, CO
7/9/19 - 7/11/19 .....	Atlanta, GA
7/23/19 - 7/25/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Dallas, TX
8/26/19 - 8/28/19 .....	San Diego, CA
8/27/19 - 8/29/19 .....	Washington, DC
9/17/19 - 9/19/19 .....	Washington, DC
10/22/19 - 10/24/19 .....	Washington, DC
11/4/19 - 11/6/19 .....	Washington, DC



## The Art of Testifying

AUDT8910G    1 Days    8 CPE    \$349

A one-day course that prepares a auditor and investigators to successfully testify and confidently present or interpret evidence as expert witnesses in court or administrative hearings in support of the government's case and in responding to defense cross examination.

This course is designed as a follow-up to Making Your Case to Prosecute Fraud (AUDT8090G), or as a stand-alone course for auditors and investigators.

### LEARNING OUTCOMES

- Know the multiple jurisdictions, and their witness requirements, where testimony may be required
- Be conversant about the Investigative and Audit professional activities, and their evidentiary requirements, that may result in testimony
- Understand the court procedures and participants' roles in the various types of testimony arenas
- Describe the difference between prosecution and defense procedures and functions in a trial
- Be conversant in techniques used by defense attorneys in cross examination
- Participate in actual in-class testifying scenarios

### WHO SHOULD ATTEND?

Auditors, investigators, and attorneys

**Level: Advanced**

SESSION SCHEDULE	LOCATION
4/4/19 - 4/4/19 .....	Washington, DC
7/25/19 - 7/25/19 .....	Washington, DC

## The Governmental Audit: From Planning to Reporting

AUDT8032G    4 Days    32 CPE    \$1149

If you have been assigned to only portions of a performance audit and need an overall perspective of the process, this course is for you. Improve your knowledge and skills related to all phases of the performance audit and the evaluation of results. By working a case study throughout the course, experience a complete audit, including preparing an audit justification, planning and conducting a survey, planning the audit, and preparing a report.

UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

**This course applies towards completion of the DoD Financial Management Certification Program.**

### LEARNING OUTCOMES

- Plan for and manage audit assignments
- Identify types of evidence used by auditors and evaluate their quality
- Survey, review, and comment on the adequacy of controls and results
- Organize and utilize your audit documentation more effectively
- Implement the audit plan using the necessary tasks and understand staff responsibilities
- Assemble a findings-based audit report that will obtain and maintain interest
- Formulate value-added recommendations and get them accepted

### WHO SHOULD ATTEND?

Auditors who have worked on portions of an audit and want to better understand all phases of a performance audit

**Level: All**

SESSION SCHEDULE	LOCATION
2/4/19 - 2/7/19 .....	Washington, DC
4/1/19-4/4/19 .....	Atlanta, GA
4/15/19 - 4/18/19 .....	Washington, DC
6/10/19 - 6/13/19 .....	Denver, CO
8/19/19 - 8/22/19 .....	Washington, DC

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# Using Metrics to Assess Performance

AUDT8027G    3 Days    24 CPE    \$899

Apply a measurement-based approach to assess the adequacy of government program operations performance. Learn how to prepare metrics of timeliness, quality, economy, and efficiency, and how to apply those metrics in determining the adequacy of agency performance in producing and delivering program goods and services. Understand how to apply analytic methods in determining the cause of performance shortcomings and the potential for cost savings.

Engage in numerous public sector case studies where you prepare appropriate metrics; analyze the nature, extent, and cause of shortcomings; and organize the audit results into a finding.

## LEARNING OUTCOMES

- Understand the utility of measurement in assessing the adequacy of operations and program performance
- Plan an audit to assess an entity’s success in producing and delivering quality products and services timely, economically, and efficiently
- Prepare metrics using quantitative and qualitative data and use those metrics to systematically identify performance problems
- Develop findings that consider the nuances that arise in reporting findings for costs saving and performance improvement
- Apply an analysis and logic approach to identify changes in a process that will improve performance
- Cite four things auditors must know and agree on if they are to use measures in assessing the adequacy of performance and the potential for cost savings
- Define the aspects of performance that auditors often find relevant in assessing performance

## WHO SHOULD ATTEND?

Auditors who want to use metrics to systematically identify performance problems during an audit. This course is also beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
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3/5/19 - 3/7/19 .....	Atlanta, GA
5/7/19 - 5/9/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Denver, CO
12/9/19 - 12/11/19 .....	Washington, DC

# Writing Audit Reports by Objectives

AUDT8511G    3 Days    3 CPE    \$899

Accepted practice in performance auditing is to begin an audit with objectives based on user needs and to develop a report that answers those objectives. This course is grounded in the concept that using audit objectives as the logical, integrated basis from planning through reporting helps you organize your message and write reports that succinctly communicate the audit results. In practice exercises, write audit objectives that, when answered, will tell audit results as a story. In a case exercise, use a report conference to reach agreement on the message before writing; organize the report message to answer the audit objectives; and write a finding synopsis.

This course applies towards completion of the DoD Financial Management Certification Program.

## LEARNING OUTCOMES

- Describe the effect objectives have on findings and message formulation
- Design a report to solve the problem of multiple audiences
- Write objectives for process-oriented and results-oriented audits that identify performance aspects and finding elements to be developed and form an outline for the report
- Organize a finding that answers the audit objectives using different outline methods and advance organizers such as captions and topic sentences
- Apply general guidelines for selecting appropriate visual aids

## WHO SHOULD ATTEND?

Auditors who want to enhance their report-writing skills. This course is also beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
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3/26/19 - 3/28/19 .....	Washington, DC
4/16/19 - 4/18/19 .....	Seattle, WA
5/14/19 - 5/16/19 .....	San Diego, CA
6/3/19 - 6/5/19 .....	Washington, DC
6/25/19 - 6/27/19 .....	Denver, CO
7/23/19 - 7/25/19 .....	Washington, DC
8/26/19 - 8/28/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Washington, DC
12/3/19 - 12/5/19 .....	Washington, DC





# Written Communication for Auditors

AUDT8611G 3 Days 24 CPE \$899

Gain experience using the writing tools you need to produce professional audit documents that comply with the Government Auditing Standards. Learn to develop strong messages in response to audit objectives, support those messages with compelling evidence, develop the appropriate elements of a finding, and organize your writing to eliminate unnecessary information. Learn how to write in a professional and correct style.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Assess the strengths and weaknesses of report messages and structures
- Develop a strong link from objectives to findings to recommendations
- Control paragraph unity and coherence
- Master the message-first style
- Use all four elements of a finding
- Recognize common sentence problems
- Avoid common grammar and punctuation problems
- Develop objective criteria for writing and reviewing audit documents

## WHO SHOULD ATTEND?

Auditors who prepare performance audit reports and other documents

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	San Francisco, CA
4/3/19 - 4/5/19 .....	Washington, DC
4/10 - 4/12/19 .....	Denver, CO
5/7/19 - 5/9/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
8/13 - 8/15/19 .....	Seattle, WA
9/10/19 - 9/12/19 .....	San Antonio, TX
9/17/19 - 9/19/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Atlanta, GA

[Click Here to Return to the Table of Contents.](#)

# NEW Zeroing in on Bribes and Kickbacks

AUDT8950G 1 Day 16 CPE \$699

The potential for bribes and kickbacks, in the private or public sector, is inherent in every business transaction. Recent research revealed that an estimated one trillion dollars a year is paid in bribes worldwide. Audit standards require that all audits be planned to provide a reasonable assurance of detecting fraud. Bribes, kickbacks, and other kinds of payoffs constitute fraud, often referred to as corruption. Get a strong introduction to (a) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks and other types of payoffs; (b) activities that are particularly susceptible to such forms of fraud; (c) the short-and long-term impact; and (d) the methods used to make illegal payments.

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

## LEARNING OUTCOMES

- Describe the kinds of activities that are susceptible to bribes, kickbacks, and other types of payoffs
- Determine the impact and effects of bribes, kickbacks, and other types of payoffs
- Discuss the Government Auditing Standards requirement to explicitly consider the potential for fraud in audit planning
- Describe how bribes, kickbacks, and other types of payoffs occur, including the audit trails they create and how follow them
- Identify and collect evidence to demonstrate and document that a bribe, kickback, or other type of payoff may have occurred or has occurred
- Apply techniques to assess radical and unexplained changes in an individual's lifestyle which may indicate participant in a bribe, kickback, or other type of payoff scheme
- Use analytic audit techniques to detect bribery, kickbacks, or other types of payoff schemes

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

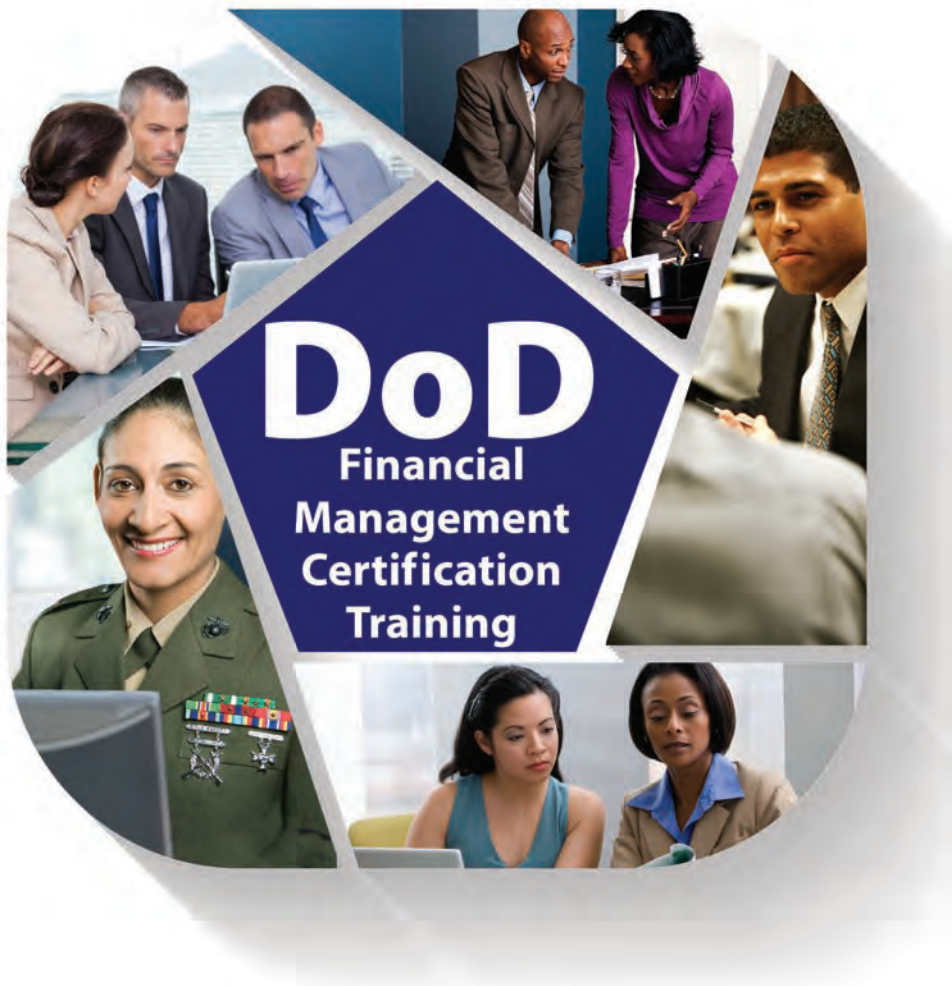
SESSION SCHEDULE	LOCATION
5/8/19-5/9/19 .....	Washington, DC
7/31/19- 8/1/19 .....	Washington, DC



# Federal Acquisition, Contracting, and Financial Management

Graduate School USA's federal financial management courses address the need for government agencies to balance diminishing resources, while maintaining and expanding existing programs. As you acquire the skills you need to achieve that balance, you will master the tools and techniques of accounting, budgeting, appropriations law, and financial management. You will become familiar with terminology and principles, as well as the laws, regulations, standards, policies, and procedures that underpin federal financial management.

Graduate School USA's Acquisition curriculum helps individuals develop the skills necessary to minimize risks, maximize competition, and maintain integrity. Courses are designed to strengthen the acquisition competencies of managers, supervisors, administrative personnel, and others who are responsible for acquisition or contract management. You will learn real-life, practical applications for the real-life challenges you face every day.



## Strengthen Your Workforce. Advance Your Career.

Graduate School USA (GSUSA) provides professional development opportunities that can lead to career advancement and mission success.

With over 100 active courses aligned with Department of Defense financial management and leadership competencies, GSUSA can help you achieve your Financial Management Certification.

We offer a robust curriculum in federal accounting, budgeting, appropriations law, travel regulations and general financial management.

If you are already certified, GSUSA is your one-stop resource for maintaining your certification. And, if travel is an issue, all of our courses are currently available for on-site delivery.

Visit [graduateschool.edu/dodfm](https://graduateschool.edu/dodfm) for more information.



# FEDERAL ACQUISITION AND CONTRACTING



Graduate School USA's Acquisition and Contracting curriculum helps individuals develop the skills necessary to minimize risks, maximize competition, and maintain integrity. Courses are designed to strengthen the acquisition and contracting competencies of managers, supervisors, administrative personnel, and others who are responsible for acquisition or contract management.

**We offer the courses needed to meet training requirements for:**

- Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR) Level 1, 2, and 3 certifications.
- Defense Acquisition University (DAU) Equivalent courses for those who need DAU equivalent training.
- Those holding FAC-COR, Federal Acquisition Certification in Contracting (FAC-C), and Federal Acquisition Certification for Program and Project Management (FAC-P/PM) certifications.
- Meeting Continual Learning Points (CLPs) necessary to satisfy FAC: C, FAC: COR and FAC: P/PM requirements.



# Federal Acquisition Certification

[graduateschool.edu/acquisition](https://graduateschool.edu/acquisition)

## Meeting Requirements for Continuous Learning

Professional learning can help acquisition workforce members improve the outcome of federal procurements and benefits the public interest. Regular participation in continuous learning activities enhances your skills, affords you opportunities for professional growth, and improves the quality of services rendered.

You should refer to Office of Federal Procurement Policy (OFPP) certification policies to determine how many continuous learning points (CLPs) you must earn in order to maintain your FAC: C, FAC: COR, and FAC: P/PM certification.

The Federal Acquisition Institute (FAI) has identified six business competencies for acquisition professionals — FAC: C, FAC: COR, and FAC: P/PM. They are:

- Ability to Influence
- Critical Thinking
- Customer Service
- Oral Communication
- Problem Solving
- Written Communication
- Meeting Continual Learning Points (CLPs) necessary to satisfy FAC: C, FAC: COR and FAC: P/PM requirements

Graduate School USA offers a wide range of learning opportunities designed to help you enhance your business competency skills, which are critical to supporting sound acquisition practices.

Many course offerings support more than one business competency.

Follow Graduate School USA on





Business Competency: Ability to Influence		
Course Title	Course Number	Duration
Communicating for Results	COMM7003	2 days
Communication Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	2 days
Briefing Techniques	COMM7002	3 days
Negotiating Techniques	MGMT9104	2 days
Leadership Skills for Non-Supervisors	ADMB7006	1 day
Mentoring Skills	MGMT7020	Onsite
The Power of Influence over Authority	MGMT7099	1 day
Leading Change	MGMT7201	5 days
Telework: A Manager's Perspective	MGMT9021	Onsite
Interpersonal Communications	COMM7006	2 days
Managing for Results	EXEC9913	3 days
Leading People	EXEC9912	3 days
Emotionally Intelligent Leaders	LEAD8007	2 days
Business Competency: Critical Thinking		
Critical Thinking	ADMB7000	2 days
Constructive Conflict Resolution	COMM7004	3 days
Jump Starting High Performing Teams	TDEV7021	2 days
Clear Writing through Critical Thinking	WRIT7100	2 days
Fundamentals of Writing	WRIT7010	3 days
Business Analysis: Overview	PGMT8321	3 days
Data Collection and Analysis	PGMT7001	5 days
Management Analysis: Overview	PGMT7000	4 days
Project Management	PGMT7005	4 days
Business Competency: Oral Communication		
Communicating for Results	COMM7003	2 days
Communications Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB9104	2 days
Briefing Techniques	COMM 7002	3 days
Negotiating Techniques	MGMT9104	1 day
Effective Communications with Customers	COMM8000	2 days
Speaking with Clarity	COMM7033	5 days
Speaking with Confidence	COMM7010	3 days
Listening and Memory Development	COMM7007	2 days
Positive Approaches with Difficult People	COMM7009	2 days
Assertiveness Skills	COMM7001	1 day
Interpersonal Communications	COMM7006	2 days
Business Competency: Customer Service		
Communicating for Results	COMM7003	2 days
Customer Service Excellence	ADMB7003	2 days
Constructive Conflict Resolution	COMM7004	5 days
Effective Communications with Customers	COMM8000D	2 days
Positive Approaches with Difficult People	COMM7009	2 days
Speaking with Clarity	COMM7033	5 days
Speaking with Confidence	COMM7010	3 days
Clear Writing through Critical Thinking	WRIT7100	3 days
Interpersonal Communications	COMM7006	2 days
Negotiating Techniques	MGMT9104	1 day

Business Competency: Problem Solving		
Course Title	Course Number	Duration
Communicating for Results	COMM7003	2 days
Communication Skills	COMM7003	2 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	2 days
Negotiating Techniques	MGMT9104	1 day
Business Analysis: Overview	PGMT7400	3 days
Business Analysis Planning Workshop	PGMT8321	2 days
Eliciting and Communicating Business Requirements	PGMT8322	2 days
Project Management	PGMT7005	4 days
Managing a Project with Your Team	PROJ8202	2 days
Management Analysis: Overview	PGMT7000	4 days
Managing for Results	EXEC9913	3 days
Leading People	EXEC9912	3 days
Emotionally Intelligent Leaders	LEAD8007	1 day
Business Competency: Written Communication		
Communicating for Results	COMM7003	2 days
Communication Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	2 days
Briefing Techniques	COMM7002	2 days
Negotiating Techniques	MGMT9104	1 day
Clear Writing through Critical Thinking	WRIT7100	3 days
Editing for Impact	EDIT7100	2 days
Effective Government Correspondence	WRIT7007	2 days
Essentials of English	ENGL7000	5 days
Fundamentals of Writing	WRIT7010	3 days
Government Email Writing	WRIT7041	1 day
Grammar for Professionals	ENGL7005	3 days
Writing for Results	WRIT7110	2 days
Proofreading	EDIT7001	2 days
Report Writing	WRIT7020	2 days
In addition to the above courses designed to enhance an acquisition professional's business skills, Graduate School USA offers the following technical courses to build upon an acquisition professional's technical knowledge:		
Introduction to Federal Accounting	ACCT7001	4 days
Congressional Budget Process	BUDG8180	2 days
Federal Budget Process	BUDG7103	2 days
Introduction to Federal Budgeting	BUDG70001	3 days
Antideficiency Act	FINC7207	1 day
Federal Appropriations Law	FINC7100	4 days
Federal Appropriations Law Refresher and Update	FINC8147	1 day
Management's Responsibility for Internal Controls	AUDT8003G	2 days
Budget Justification and Presentation	BUDG7102	3 days
Planning, Budgeting and Performance Management	BUDG8108	3 days
Budget Formulation	BUDG7101	3 days
Basic Government Auditing	AUDT7001	5 days
Contract Auditing	AUDT8801	5 days
Using Metrics to Measure Performance	AUDT8027	3 days
Contract and Procurement Fraud	AUDT8036	2 days

# Advanced COR Workshop

ACQI9008D      5 Days      40 CPE      \$1,249

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

## LEARNING OUTCOMES

- Plan acquisitions
- Conduct market research
- Define the government’s needs
- Conduct pre- and post-award communications
- Evaluate technical proposals and participate in negotiations
- Effectively manage contracts and measure performance
- Describe the federal procurement standards of conduct

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE      LOCATION

1/14/19 - 1/18/19.....	Washington, DC
4/15/19 - 4/19/19.....	Washington, DC
5/6/19 - 5/10/19.....	Washington, DC
6/3/19 - 6/7/19.....	Atlanta, GA
6/10/19 - 6/14/19.....	Washington, DC
7/15/19 - 7/19/19.....	Washington, DC
7/15/19 - 7/19/19.....	San Francisco, CA
8/5/19 - 8/9/19.....	Washington, DC
8/19/19 - 8/23/19.....	Washington, DC
9/9/19 - 9/13/19.....	Washington, DC
11/18/19 - 11/22/19.....	Washington, DC

# Basic Contract Administration

ACQI7500D      5 Days      40 CPE      \$1,249

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Recommended for individuals with full-time contract management duties

Others may want to take Comprehensive COR Workshop (ACQI7523D) or Contracting Basics for CORs (ACQI7503D).

Auditors may want to take Auditing Outsourced Government Services (AUDT8235G).

## SESSION SCHEDULE      LOCATION

5/6/19 - 5/10/19.....	Washington, DC
6/10/19 - 6/14/19.....	Washington, DC
7/15/19 - 7/19/19.....	Washington, DC
8/12/19 - 8/16/19.....	Washington, DC
8/19/19 - 8/23/19.....	Denver, CO
9/16/19 - 9/20/19.....	Washington, DC
12/2/19 - 12/6/19.....	Washington, DC



# Comprehensive COR Workshop

ACQI7523D      5 Days      40 CPE      \$1,349

This comprehensive course provides the competencies needed to serve as an effective representative of the contracting officer. It covers the federal acquisition process from requirements determination through contract closeout. The course meets the FAC-COR Program training requirements for Level II certification.

Note: This course includes a Post-Test. Participants must attain a score of 80 percent or higher on the Post-Test to receive a course completion certificate.

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

## LEARNING OUTCOMES

- Explain the role of the COR and the limits on the COR's responsibility and authority
- Prepare a COR work plan
- Monitor and track contractor performance
- Recommend remedies for inadequate contractor performance
- Provide technical support for contract modifications
- Perform contract closeout duties
- Apply key aspects of the standards of conduct, ethics, and integrity

## WHO SHOULD ATTEND?

Individuals who need to meet the FAC-COR Level II certification training requirements

Those seeking Level I certification should consider taking Contracting Basics for CORs (ACQI7503D) or COR Essentials (ACQI7028D).

Individuals who need to satisfy their FAC-COR continuing education requirements (40 hours of training every two years) may want to take Advanced COR Workshop (ACQI9008D).

SESSION SCHEDULE	LOCATION
1/14/19 - 1/18/19.....	Washington, DC
3/18/19 - 3/22/19.....	Washington, DC
4/8/19 - 4/12/19.....	Washington, DC
4/22/19 - 4/26/19.....	Washington, DC
5/6/19 - 5/10/19.....	Washington, DC
6/3/19 - 6/7/19.....	Washington, DC
6/17/19 - 6/21/19.....	Washington, DC
7/8/19 - 7/12/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
7/29/19 - 8/2/19.....	Washington, DC
8/5/19 - 8/9/19.....	Washington, DC
8/19/19 - 8/23/19.....	Washington, DC
9/23/19 - 9/27/19.....	Washington, DC
11/18/19 - 11/22/19.....	Washington, DC



# Consulting Skills for Contracting Professionals

ACQI8210D      3 Days      24 CPE      \$1,049

This course gives contracting professionals tried and true tools and techniques that, when effectively applied, will greatly enhance their performance. This course enhances the partnership of contracting professionals and program managers by giving contracting professionals the ability to help program managers define acquisition problems that need solving; provide guidance to help program managers conduct market research; assist in the development of a statement of work, including developing a quality set of requirements that include meaningful performance measures and technical evaluation criteria; and, after award, ensure that the contractor is successfully meeting the terms of the contract to satisfy the agency's mission.

While this course focuses on the acquisitions environment, it is not a course about the technical aspects of contracting. Instead, it is a course that adds consulting skills to the technical skills that contracting professionals have acquired through technical training and experience.

## LEARNING OUTCOMES

- Define the roles and skills needed by Contract Specialists performing as internal consultants
- Describe the principles of planning, conducting, and evaluating feedback meetings with program managers
- Explain the most effective methods of obtaining information and conducting market research
- Use consulting skills to work with a program manager to develop clear, precise, and complete descriptions of need
- Explain the causes of program manager resistance and how to deal effectively with resistance
- Identify strategies for administering the contract and evaluating the acquisition

## WHO SHOULD ATTEND?

Contract Specialists and other acquisition personnel who need to work with managers and program managers to manage acquisitions so that their agencies can both save money and meet the agency's mission

SESSION SCHEDULE	LOCATION
4/16/19 - 4/18/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
7/15/19 - 7/17/19.....	Washington, DC
8/19/19 - 8/21/19.....	Washington, DC
9/9/19 - 9/11/19.....	Washington, DC
10/21/19 - 10/23/19.....	Washington, DC

# Contracting Basics for Administrative Personnel

ACQI7502D      3 Days      24 CPE      \$879

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/12/19 - 2/14/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/17/19 - 6/19/19.....	Washington, DC
6/17/19 - 6/19/19.....	San Diego, CA
7/8/19 - 7/10/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/9/19 - 9/11/19.....	Washington, DC



# Contracting Basics for CORs

ACQI7503D      3 Days      24 CPE      \$879

Federal managers have become increasingly aware of the importance of proper contract administration in ensuring the maximum return on their contract dollars. The contracting officer’s representative (COR) plays a critical role in affecting the outcome of the contract administration process. This course provides the training required for FAC-COR Level I certification.

Note: This course includes a Post-Test. Participants must attain a score of 80 percent or higher on the Post-Test to receive a course completion certificate.

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

## LEARNING OUTCOMES

- Explain the role of the COR, including limits on the COR’s responsibility and authority
- Monitor contractor performance and recommend corrective action for inadequate performance
- Recommend changes and provide technical support to the contracting officer for contract modifications
- Process contractor invoices
- Perform contract closeout
- Understand the standards of conduct and the ethics and integrity restrictions that apply to contracting personnel

## WHO SHOULD ATTEND?

This course is designed for newly assigned or about-to-be assigned Level I CORs who desire more in-depth training than is provided in COR Essentials (ACQI7028D). Others who are involved in government acquisitions, especially project officers and task managers, would also benefit. Personnel involved with contracts of moderate or high complexity and needing FAC-COR Level II certification should take Contracting Officer’s Representative Course (ACQI7222D) or Comprehensive COR Workshop (ACQI7523D).

SESSION SCHEDULE	LOCATION
1/14/19 - 1/16/19.....	Washington, DC
3/4/19 - 3/6/19.....	Washington, DC
4/15/19 - 4/17/19.....	Washington, DC
5/7/19 - 5/9/19.....	Washington, DC
6/10/19 - 6/12/19.....	Washington, DC
7/30/19 - 8/1/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/17/19 - 9/19/19.....	Washington, DC
10/28/19 - 10/30/19.....	Washington, DC





# Contracting Officer's Representative Course

ACQI7222D      5 Days      40 CPE      \$1,279

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

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

Note: This course includes a Post-Test. Participants must attain a score of 80 percent or higher on the Post-Test to receive a course completion certificate.

## LEARNING OUTCOMES

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

- Identify control and disposition requirements for government furnished or leased assets
- Recognize ethical, cultural, and contractual issues faced by the COR in a contingency environment
- Given a contract action, identify the delegated technical functions for which the COR is responsible

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/1/19 .....	Washington, DC
3/11/19 - 3/15/19 .....	Washington, DC
3/25/19 - 3/29/19 .....	Washington, DC
4/8/19 - 4/12/19 .....	Washington, DC
4/15/19 - 4/19/19 .....	Virginia Beach, VA
4/22/19 - 4/26/19 .....	Washington, DC
5/6/19 - 5/10/19 .....	Washington, DC
5/6/19 - 5/10/19 .....	Las Vegas, NV
5/20/19 - 5/24/19 .....	Washington, DC
6/3/19 - 6/7/19 .....	Washington, DC
6/17/19 - 6/21/19 .....	Washington, DC
7/8/19 - 7/12/19 .....	Washington, DC
7/22/19 - 7/26/19 .....	Washington, DC
7/29/19 - 8/2/19 .....	Washington, DC
8/5/19 - 8/9/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC



# COR Essentials

ACQI7028D      1 Day      8 CPE      \$549

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

Note: This course includes a Post-Test. Participants must attain a score of 80% or higher on the Post-Test to receive a course completion certificate.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Newly assigned or about-to-be-assigned Level 1 CORs  
New CORs seeking more in-depth training should consider taking Contracting Basics for CORs (ACQI7503D).  
Personnel involved with contracts of moderate or high complexity who need FAC-COR Level II certification should take Contracting Officer’s Representative Course (ACQI7222D) or Comprehensive COR Workshop (ACQI7523D).

SESSION SCHEDULE	LOCATION
3/19/19 - 3/19/19.....	Washington, DC
5/15/19 - 5/15/19.....	Washington, DC
7/16/19 - 7/16/19.....	Washington, DC
8/28/19 - 8/28/19.....	Washington, DC
9/12/19 - 9/12/19.....	Washington, DC
11/13/19 - 11/13/19.....	Washington, DC

# COR Refresher

ACQI7513D      1 Day      8 CPE      \$549

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

CORs, especially those at level I, who need to refresh their knowledge and meet continuous learning requirements

Those needing additional training to satisfy FAC-COR requirements should consider Comprehensive COR Workshop (ACQI7523D) or Advanced COR Workshop (ACQI9008D).

SESSION SCHEDULE	LOCATION
1/15/19 - 1/15/19.....	Washington, DC
2/6/19 - 2/6/19.....	Washington, DC
3/19/19 - 3/19/19.....	Washington, DC
4/2/19 - 4/2/19.....	Denver, CO
5/14/19 - 5/14/19.....	Washington, DC
6/12/19 - 6/12/19.....	Washington, DC
7/17/19 - 7/17/19.....	Washington, DC
8/6/19 - 8/6/19.....	Washington, DC
8/26/19 - 8/26/19.....	Washington, DC
9/9/19 - 9/9/19.....	Washington, DC
12/9/19 - 12/9/19.....	Washington, DC
12/11/19 - 12/11/19.....	Washington, DC



# Federal Contracting: Ethics Compliance and Enforcement

ACQI7023D      2 Days      16 CPE      \$699

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

## LEARNING OUTCOMES

- Recognize and apply the principles of ethical behavior in federal procurement
- Describe administrative debarment and suspension procedures and the administrative tools available to the Contracting Officer for ensuring contractor responsibility
- Differentiate between a personal and an organizational conflict of interest
- Identify and explain the requirements of the Procurement Integrity Act
- Explain the whistleblower 'qui tam' provisions of the civil False Claims Act
- Describe the FAR rule regarding the contractor business ethics compliance program and mandatory disclosure requirements
- Explain the roles of the Office of Government Ethics, inspectors general, ethics officials, and corporate compliance and ethics officers

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/9/19 - 4/10/19 .....	Washington, DC
6/18/19 - 6/19/19 .....	Washington, DC
7/16/19 - 7/17/19 .....	Washington, DC
9/10/19 - 9/11/19 .....	Washington, DC
12/3/19 - 12/4/19 .....	Washington, DC

# Government Contract Law

ACQI8505D      5 Days      40 CPE      \$1,249

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Acquisition personnel as well as program and project personnel involved with government contracts

SESSION SCHEDULE	LOCATION
1/28/19 - 2/1/19 .....	Washington, DC
3/18/19 - 3/22/19 .....	Washington, DC
4/15/19 - 4/19/19 .....	Washington, DC
5/13/19 - 5/17/19 .....	Washington, DC
6/17/19 - 6/21/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Washington, DC
8/12/19 - 8/16/19 .....	Washington, DC
12/2/19 - 12/6/19 .....	Washington, DC



# Governmentwide Commercial Purchase Card

ACQI7504D      1 Day      8 CPE      Contract Only

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

## LEARNING OUTCOMES

- Use the purchase card properly when making agency purchases
- Recognize the pitfalls involved in making purchase card purchases
- Answer frequently asked questions concerning the use of the purchase card
- Follow appropriate procedures and regulations when using the purchase card
- Recognize improper use of the purchase card

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

Available by Contract Only



# FAR Fundamentals

ACQI7100D      3 Days      24 CPE      \$1,049

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

1/15/19 - 1/17/19.....	Washington, DC
3/12/19 - 3/14/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
7/15/19 - 7/17/19.....	Dallas, TX
7/16/19 - 7/18/19.....	Washington, DC
8/6/19 - 8/8/19.....	San Diego, CA
8/12/19 - 8/14/19.....	Washington, DC
11/4/19 - 11/6/19.....	Washington, DC

# Performance-Based Acquisition

ACQI8002D      2 Days      16 CPE      Contract Only

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

Available by Contract Only

# Performance-Based Statements of Work

ACQI8517D      3 Days      24 CPE      \$879

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

## LEARNING OUTCOMES

- Discuss performance-based acquisition for services
- Explain how to manage risks
- Summarize the Seven Steps to Service Acquisition Process
- Conduct a requirements analysis
- Develop a performance requirements summary
- Complete and critique a performance work statement
- Explain the importance of quality assurance

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

2/11/19 - 2/13/19 .....	Washington, DC
3/18/19 - 3/20/19 .....	Washington, DC
4/9/19 - 4/11/19 .....	Washington, DC
6/10/19 - 6/12/19 .....	Washington, DC
7/15/19 - 7/17/19 .....	Washington, DC
8/26/19 - 8/28/19 .....	Washington, DC
9/16/19 - 9/18/19 .....	Washington, DC
10/28/19 - 10/30/19 .....	Washington, DC





# Shaping Smart Business Arrangements

(Formerly titled: Introduction to Government Contracting)

ACQI7501D      5 Days      40 CPE      \$1,249

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

This course is equivalent to Defense Acquisition University (DAU) course CON100, Shaping Smart Business Arrangements.

Note: This course includes a Post-Test. Participants must attain a score of 80 percent or higher on the Post-Test to receive a course completion certificate.

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

## LEARNING OUTCOMES

- Identify both the past and present acquisition environment to be able to understand the evolution of contracting so that smart business decisions can be made by an informed workforce
- Identify the various mission areas of the military departments and defense agencies and the contracting support that these mission areas require so that you will be able to support the development of business strategies
- Identify the benefits and principles of building and sustaining successful teams so that you will be able to use business knowledge, analysis, and strategies efficiently as an active participant on the Acquisition Team
- Identify a business solution based upon application of the six-step problem solving model and four other decision making tools
- Describe the eleven principles of leadership and the leadership actions necessary to implement sound business decisions for contracting
- Correctly identify information contained in the Federal Acquisition Regulations (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS)
- Identify the critical need for all parties involved in procurement business to reflect the highest standards of integrity and ethical behavior

- Determine the relationship between the financial and acquisition communities and how fundamental financial principles and requirements are important factors to consider so that you will be able to develop a smart business arrangement
- Identify basic laws and legal processes that govern federal contracting so that smart business decisions can be made by an informed workforce
- Recognize how e-business initiatives facilitate the efficiency of the acquisition process
- Understand the requirements of market research in identifying the best business arrangement to meet mission requirements
- Determine the appropriate business alternative so the customer's need is met considering the customer's definition of value
- Know the best business advice to provide to the Acquisition Team to best address the customers' concerns and mission needs when considering the contracting process
- Recognize the interaction and interdependence of the contractor, the government, and the taxpayer while efficiently managing taxpayers' dollars and developing smart business arrangements
- Know the various career opportunities available for contracting professionals

## WHO SHOULD ATTEND?

Anyone working in acquisition-related fields

Note: This course includes a Post-Test. Participants must attain a score of 80 percent or higher on the Post-Test to receive a course completion certificate.

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/18/19.....	Washington, DC
2/11/19 - 2/15/19.....	Washington, DC
3/11/19 - 3/15/19.....	Washington, DC
4/15/19 - 4/19/19.....	Washington, DC
5/6/19 - 5/10/19.....	Washington, DC
6/10/19 - 6/14/19.....	Washington, DC
7/29/19 - 8/2/19.....	Washington, DC
8/5/19 - 8/9/19.....	Washington, DC
8/5/19 - 8/9/19.....	Seattle, WA
8/19/19 - 8/23/19.....	Washington, DC
10/21/19 - 10/25/19.....	Washington, DC



# Simplified Acquisition Procedures

ACQI7506D      5 Days      40 CPE      \$1,249

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
1/14/19 - 1/18/19.....	Washington, DC
1/28/19 - 2/1/19.....	San Diego, CA
3/18/19 - 3/22/19.....	Washington, DC
4/8/19 - 4/12/19.....	Washington, DC
4/22/19 - 4/26/19.....	Atlanta, GA
5/6/19 - 5/10/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
6/10/19 - 6/14/19.....	Washington, DC
6/24/19 - 6/28/19.....	Washington, DC
7/8/19 - 7/12/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
8/12/19 - 8/16/19.....	Washington, DC
8/26/19 - 8/30/19.....	Washington, DC
9/9/19 - 9/13/19.....	Washington, DC
9/23/19 - 9/27/19.....	Virginia Beach, VA
10/28/19 - 11/1/19.....	Washington, DC



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classes are  
Guaranteed-to-Go.  
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guaranteed to run  
as scheduled.

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new classes, making it easier  
for you to schedule and  
register for training.

[graduateschool.edu/gtog](https://graduateschool.edu/gtog)



# FEDERAL FINANCIAL MANAGEMENT



Our federal financial management courses address the need for government agencies to balance diminishing resources, while maintaining and expanding existing programs. As you acquire the skills you need to achieve that balance, you will master the tools and techniques of accounting, budgeting, appropriations law, and financial management. You will become familiar with terminology and principles, as well as the laws, regulations, standards, policies, and procedures that underpin federal financial management.

Our courses emphasize practical application, and our instructors bring real-world experience to the classroom.

Graduate School USA's curriculum designers can also work with you to tailor courses that meet your specific training needs.



Graduate School USA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education of the National Registry of CPE sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to:

National Registry of CPE Sponsors - 150 Fourth Avenue, Suite 700, Nashville, TN 37219-2417 - [www.nasba.org](http://www.nasba.org)

CPE credits are for instructor-led/group-live courses only.

# Master Certificate in Federal Financial Management

[graduateschool.edu/fm](https://graduateschool.edu/fm)

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

As you progress through the MCFFM program, you build the skills that can help you be a more effective member of your financial management team. In addition to developing solid financial management skills, participants are also better able to handle developmental assignments; demonstrate a personal commitment to self-improvement; and make the transition to higher-level positions.

Most of the program courses are aligned with DoD financial management competencies.

As a value added, those individuals completing the MCFFM are eligible to receive 12 academic credit hours toward an Online MBA from Colorado State University. See the next page for details.

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# Master Certificate in Federal Financial Management

The 10 required courses in the MCFFM program are divided into two groups: Foundation and Subject-Specific. We recommend completing all of the Foundation courses prior to registering for the remaining courses.

## Foundation Courses:

Course Title	Course Code	CPE
Federal Appropriations Law*	FINC7100D	32 CPE
Introduction to Federal Accounting*	ACCT7001D	32 CPE
Introduction to Federal Budgeting*	BUDG7001D	24 CPE
Introduction to Financial Management*	FINC7000D	24 CPE
Congressional Budget Process*	BUDG8175D	16 CPE

## Subject-Specific Courses:

Course Title	Course Code	CPE
Budget Formulation*	BUDG7101D	24 CPE
Budget Execution*	BUDG7100D	24 CPE
Manager's and Auditor's Roles in Assessing Internal Control*	AUDT8003G	16 CPE
Decision Support Analytics*	FINC8120D	24 CPE
Planning, Programming, Budgeting, & Execution (PPBE)* OR Planning, Budgeting, and Performance Measurement	BUDG8000D BUDG8180D	24 CPE 24 CPE

\*The Department of Defense has aligned these courses with the DoD Financial Management Certification competencies.

## How to Earn the MCFFM:

1. Contact the certificate counselor at (202) 314-3314, or visit [graduateschool.edu/mcffm](https://graduateschool.edu/mcffm) if you have questions.
2. Apply online at [graduateschool.edu/apply](https://graduateschool.edu/apply).
3. Complete the 10 courses required for the MCFFM certificate within three years after taking the first course.

## Value Added: Colorado State University Online MBA (optional)

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

As part of an articulation agreement between Graduate School USA and CSU, participants who successfully complete the MCFFM program are eligible to receive 12 academic credit hours toward the 42 credits required for the **CSU Online MBA degree with an emphasis in Federal Financial Management**. To receive the 12 academic credits, participants must earn a "B" or better in each of the 10 courses required for successful completion of the MCFFM certificate.

### How to Earn 12 Academic Credits Towards the CSU Online MBA:

1. Apply for admittance to the CSU MBA program by visiting the Colorado State University College of Business website at [biz.colostate.edu/academics/graduate-programs/mba/online-mba](https://biz.colostate.edu/academics/graduate-programs/mba/online-mba) or by calling (800) 491-4622.
2. Call Graduate School USA at (202) 314-3406 after completing each course in the MCFFM program to request the test.
3. Earn a "B" or better in each of the 10 course tests.
4. Complete the remaining requirements for the CSU Online Professional MBA.



# Federal Accounting



[graduateschool.edu/fm](http://graduateschool.edu/fm)

## Federal Accounting Standards

ACCT7102D

3 Days

24 CPE

### Available by Contract Only

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

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

**Level: Intermediate.**

### SESSION SCHEDULE

Available By Contract Only.

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# Government Standard General Ledger

ACCT8100D    2 Days    16 CPE

## Available by Contract Only

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate.**

## SESSION SCHEDULE

Available By Contract Only.

# Master Certificate in Federal Financial Management (MCFFM)



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

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# Introduction to Federal Accounting

ACCT7001D      4 Days      32 CPE      \$1,039

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Foundation**

## SESSION SCHEDULE

## LOCATION

1/15/19 - 1/18/19 .....	Washington, DC
2/12/19 - 2/15/19 .....	Washington, DC
3/12/19 - 3/15/19 .....	Washington, DC
4/9/19 - 4/12/19 .....	Washington, DC
5/14/19 - 5/17/19 .....	Washington, DC
6/11/19 - 6/14/19 .....	Washington, DC
7/9/19 - 7/12/19 .....	Washington, DC
7/30/19 - 8/2/19 .....	Washington, DC
8/13/19 - 8/16/19 .....	Washington, DC
12/3/19 - 12/6/19 .....	Washington, DC

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# Intermediate Federal Accounting

ACCT8003D      4 Days      32 CPE      \$1,019

Through extensive illustrations and discussions, gain a solid understanding of the legal, administrative funds control, and financial reporting requirements that apply to federal agencies. This course provides in-depth coverage of selected federal budget, accounting, and financial management requirements for controlling and proper reporting of the status of federal funds. Attention is given to the recording, reporting, and use of budget and accounting information for both proper financial disclosure and as the basis for decision-making by federal managers.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

## SESSION SCHEDULE

## LOCATION

1/29/19 - 2/1/19 .....	Washington, DC
5/21/19 - 5/24/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	Washington, DC



Graduate School USA is an approved contract holder to provide training and consulting services under Professional Services Schedule, SIN C874.

We can provide customized support to your agency to help you meet your annual training requirements. Visit [graduateschool.edu/gsa](https://graduateschool.edu/gsa).





# Federal Budgeting



[graduateschool.edu/fm](https://graduateschool.edu/fm)

## Budget Execution

**BUDG7100D**

**3 Days**

**24 CPE**

**\$829**

Experience has shown that agency personnel spend more time on budget execution than on any other phase of the budget process. In this course you will learn to develop and manage an operating plan, monitor and track performance, respond to unanticipated events, and avoid Antideficiency Act (ADA) violations. You will also understand the apportionment process, be able to manage reimbursable work, and prepare for year-end closeout including the preparation of the SF-133.

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

**Level: Intermediate**

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## SESSION SCHEDULE

## LOCATION

1/29/19 - 1/31/19.....	Washington, DC
2/26/19 - 2/28/19.....	Washington, DC
3/26/19 - 3/28/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
4/23/19 - 4/25/19.....	Seattle, WA
5/21/19 - 5/23/19.....	Washington, DC
6/25/19 - 6/27/19.....	Washington, DC
7/30/19 - 8/1/19.....	Washington, DC
8/27/19 - 8/29/19.....	Washington, DC
9/24/19 - 9/26/19.....	Washington, DC
10/29/19 - 10/31/19.....	Washington, DC
12/17/19 - 12/19/19.....	Washington, DC

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# Where Government Contractors Go For Training

**Did you know that the same training we provide to the federal government is also available to government contractors?**

As a leading provider of training and professional development for the federal government, our purpose is to help support organizational missions. If that mission includes the support of government contractors, we are here to help.

A well-trained and knowledgeable staff is important. We can work with you and your contractors to help ensure they are trained in various functions of government. From a complete knowledge of federally mandated laws and guidelines to knowing how to work in a government office environment, we can provide the tools to help your contractors be successful.

**For more information on training opportunities for government contractors, please contact our Business Development team at 1.800.787.9074.**

  
**Graduate School USA**

# Budget Formulation

**BUDG7101D      3 Days      24 CPE      \$829**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

SESSION SCHEDULE	LOCATION
2/5/19 - 2/7/19 .....	Washington, DC
3/5/19 - 3/7/19 .....	Washington, DC
4/2/19 - 4/4/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	San Antonio, TX
6/4/19 - 6/6/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	Virginia Beach, VA
8/6/19 - 8/8/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Washington, DC
11/5/19 - 11/7/19 .....	Washington, DC

## LEARNING OUTCOMES

- Effectively use essential budget concepts and terminology effectively
- Implement effective tools and techniques in documenting, presenting and justifying a budget
- Explain the relationship between the current and prior year budgets and the budget year strategic plan
- Use effective techniques for formulating a budget that adhere to the requirements set forth in the Office of Management and Budget (OMB) Circular A-11
- Describe the presidential and congressional directed performance evaluation process
- Describe the steps for building a budget and effectively determine budget requirements that reflect the mission and strategic plan of your program
- Develop a performance budget in accordance with the requirements of the Government Performance and Results Act of 1993 (GPRA) and the GPRA Modernization Act of 2010

## WHO SHOULD ATTEND?

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

**Level: Intermediate**



# Budget Justification and Presentation

**BUDG7102D      3 Days      24 CPE      \$829**

Build a strong foundation in the principles of effective budget justification and presentation, focusing on analysis of budget submissions and preparation of narrative descriptions. Become prepared to use results-based budgeting to justify a program consistent with the requirements of the Government Performance and Results Act (GPRA) and the 2010 GPRA Modernization Act (GPRAMA). Learn many presentation tips that help you stay focused and will contribute to positive outcomes.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Explain federal budget justification events and their relationship to the budget process
- Describe and justify programs in terms of inputs, outputs, outcomes, costs, and benefits
- Explain the effects of the economy and politics on budgetary changes
- Develop program goals, outcomes, performance measures, and budget justifications
- Use performance-based budgeting to justify a program, consistent with the requirements of the Government Performance and Results Act and the 2010 GPRA Modernization Act (GPRAMA)
- Prepare and deliver oral briefings/testimony

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/12/19 - 2/14/19 .....	Washington, DC
4/30/19 - 5/2/19 .....	Washington, DC
5/21/19 - 5/23/19 .....	Atlanta, GA
6/11/19 - 6/13/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Denver, CO
7/9/19 - 7/11/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	Washington, DC
11/19/19 - 11/21/19 .....	Washington, DC



# Congressional Budget Process

**BUDG8175D      2 Days      16 CPE      \$679**

This course focuses on the phase of the budgetary process that impacts every federal employee and agency – the congressional budget process. This is the phase of the budget process when Congress reviews and considers the agency’s budget submission and then decides what types and how much funding to provide to the agency. The course covers topics such as: the House and Senate Budget Committees; the congressional budget resolution process; congressional actions on authorizations and appropriations; and the budget reconciliation process.

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Describe the federal budget and the three phases of the federal budget process
- Identify the key legislation influencing the budget process and the control of spending
- Discuss the budget review and enactment activities of the Congress
- Identify the key documents used and produced during the congressional process and the purposes of each document
- Explain the differences between a budget resolution, an authorization, and an appropriation
- Explain how a bill becomes law
- Explain the influence of the Congressional Budget and Impoundment Control Act of 1974 on the congressional process
- Explain purpose of the reconciliation and sequestration processes

## WHO SHOULD ATTEND?

Anyone who needs an overview of the congressional budget process or who needs to understand the concepts and terminology that underpin congressional budgetary actions

**Level: Intermediate**

## SESSION SCHEDULE

## LOCATION

2/20/19 - 2/21/19 .....	Washington, DC
4/3/19 - 4/4/19 .....	Washington, DC
6/4/19 - 6/5/19 .....	Virginia Beach, VA
6/6/19 - 6/7/19 .....	Washington, DC
7/31/19 - 8/1/19 .....	Washington, DC
8/22/19 - 8/23/19 .....	Washington, DC
9/19/19 - 9/20/19 .....	Washington, DC
11/13/19 - 11/14/19 .....	Washington, DC



# Federal Budgeting for Non-Budgeting Personnel

**BUDG7000D    3 Days    1.8 CEU    \$849**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Foundation**

SESSION SCHEDULE	LOCATION
1/8/19 - 1/10/19 .....	Washington, DC
2/5/19 - 2/7/19 .....	Washington, DC
3/5/19 - 3/7/19 .....	Washington, DC
4/2/19 - 4/4/19 .....	Washington, DC
4/30/19 - 5/2/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Washington, DC
8/6/19 - 8/8/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Washington, DC
12/10/19 - 12/12/19 .....	Washington, DC

# Federal Budget Process

**BUDG7103D    2 Days    16 CPE    \$679**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who needs an overview of the federal budget process

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/20/19 - 2/21/19 .....	Washington, DC
4/16/19 - 4/17/19 .....	Washington, DC
6/18/19 - 6/19/19 .....	Washington, DC
8/6/19 - 8/7/19 .....	Washington, DC
9/4/19 - 9/5/19 .....	Washington, DC
11/13/19 - 11/14/19 .....	Washington, DC





# Federal Budget Analysis Using Microsoft Excel

**BUDG8150D      3 Days      24 CPE      \$829**

Analysis plays an increasingly important role in today’s performance-based, outcome-oriented federal budgeting environment. Key statutes and regulations require the presentation of analytical results in agency budget requests, in the execution of approved program plans and budgets, and in performance accountability reporting.

This course covers methods of analysis frequently used to clearly define and answer budgetary questions. You will learn when and how to use selected Microsoft Office products (mainly Excel but also PowerPoint and Word) to improve analysis and job performance. Lessons are structured around the requirements for analysis contained in financial management laws and implementing OMB circulars.

This course is conducted in a computer lab using Microsoft Excel, Microsoft PowerPoint, and Microsoft Word.

## LEARNING OUTCOMES

- Describe a structured, five-step approach for conducting performance analysis to support evidence-driven budget decisions
- Apply Excel functions including calculations of future obligations and costs, benefits, net present value (NPV), and sensitivity analysis to evaluate competing alternatives when developing agency budget requests
- Use Excel functions including descriptive and normative techniques to assess variances and trends when executing performance budgets
- Prepare Excel data tables and charts with linkages between worksheets and to PowerPoint and Word documents for use in reporting performance results
- Develop a summary-level narrative for new budget authority incorporating Excel-based analytical results

## WHO SHOULD ATTEND?

Federal employees who need to strengthen their budget analysis skills. Participants should have experience in preparing budget estimates and executing an approved budget or have completed Budget Formulation (BUDG7101D) and Budget Execution (BUDG7100D).

A basic knowledge of Excel such as that attained by completing an Introduction to Excel course is required. You should be able to create, open, save, format, and print a file. The ability to copy, move, and delete values is also required.

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/5/19 - 2/7/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Washington, DC
10/29/19 - 10/31/19 .....	Washington, DC
12/3/19 - 12/5/19 .....	Washington, DC



# Introduction to Federal Budgeting

**BUDG7001D      3 Days      24 CPE      \$899**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Foundation**

SESSION SCHEDULE	LOCATION
1/22/19 - 1/24/19.....	Washington, DC
2/26/19 - 2/28/19.....	Washington, DC
3/19/19 - 3/21/19.....	Washington, DC
3/26/19 - 3/28/19.....	San Diego, CA
4/16/19 - 4/18/19.....	Washington, DC
5/21/19 - 5/23/19.....	Washington, DC
6/18/19 - 6/20/19.....	Washington, DC
7/9/19 - 7/11/19.....	Chicago, IL
7/23/19 - 7/25/19.....	Washington, DC
8/6/19 - 8/8/19.....	Washington, DC
8/13/19 - 8/15/19.....	Dallas, TX
8/19/19 - 8/21/19.....	Washington, DC
9/17/19 - 9/19/19.....	Washington, DC
9/24/19 - 9/26/19.....	Seattle, WA
10/22/19 - 10/24/19.....	Washington, DC
11/19/19 - 11/21/19.....	Washington, DC
11/19/19 - 11/21/19.....	Chicago, IL
12/10/19 - 12/12/19.....	Washington, DC



# Planning, Programming, Budgeting, and Execution (PPBE)

**BUDG8000D    3 Days    24 CPE    \$829**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Describe the relationship between strategic planning, needs determination, PPBE, and the acquisition processes
- Summarize the purpose of PPBE
- Distinguish between the planning, programming, budgeting, and execution phases of the PPBE process
- Explain the roles of key officials and organizations involved in the PPBE process
- List the key products and documents generated and used within the PPBE process
- Participate more effectively in the PPBE and budget development processes

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
1/29/19 - 1/31/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
6/25/19 - 6/27/19.....	Virginia Beach, VA
7/9/19 - 7/11/19.....	Washington, DC
7/16/19 - 7/19/19.....	Dallas, TX
8/6/19 - 8/8/19.....	Washington, DC
8/20/19 - 8/22/19.....	San Antonio, TX
9/10/19 - 9/12/19.....	Washington, DC
9/10/19 - 9/12/19.....	San Diego, CA
12/3/19 - 12/5/19.....	Washington, DC



# Planning, Budgeting, and Performance Measurement

**BUDG8180D      3 Days      24 CPE      \$829**

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

## SESSION SCHEDULE

SESSION SCHEDULE	LOCATION
2/12/19 - 2/14/19 .....	Washington, DC
2/26/19 - 2/28/19 .....	San Francisco, CA
4/30/19 - 5/2/19 .....	Washington, DC
5/21/19 - 5/23/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	Dallas, TX
7/30/19 - 8/1/19 .....	Washington, DC
11/5/19 - 11/7/19 .....	Washington, DC

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# Planning, Programming, Budgeting, and Execution (PPBE) Army

**BUDG8001D      5 Days      40 CPE      \$1,199**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Explain the relationships among the components of the Planning, Programming, Budgeting, and Execution (PPBE) process
- Identify the key officials and organizations, as well as the purpose, content, and timing of key PPBE events
- Explain the relationship among strategy, war plans, PPBE, and acquisition
- Describe how DA program and budget submissions are derived and the relationship to the overall Defense budget and the President's Budget
- Review the congressional enactment process and explain its influence on PPBE
- Discuss the basic elements of DA budget performance and execution

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

## SESSION SCHEDULE

SESSION SCHEDULE	LOCATION
3/18/19 - 3/22/19 .....	San Antonio, TX
3/25/19 - 3/29/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
10/28/19 - 11/1/19 .....	Washington, DC

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# General Financial Management



[graduateschool.edu/fm](https://graduateschool.edu/fm)

## Army Managers' Internal Control Administrators' Course

AUDT9015G

2 Days

16 CPE

\$649

This two-day seminar provides the detailed guidance you need to carry out your roles and responsibilities as an Army Internal Control Administrator. It covers the statutory and regulatory requirements of the Army's Internal Control Program as well as other pertinent guidance. You will fully grasp the underlying Army philosophy on internal controls, the major elements of the Army Manager's Internal Control Program, and the basic responsibilities of key players in the process. By completing practical exercises, you will gain experience in conducting internal control evaluations and identifying control weaknesses.

### LEARNING OUTCOMES

- Identify assessable units
- Develop an internal control evaluation plan
- Conduct effective internal control evaluations
- Identify and document control weaknesses
- Establish corrective action plans
- Prepare annual statements of assurance.

### WHO SHOULD ATTEND?

Internal Control Administrators and staff working for the Department of the Army, Army Reserve, and Army National Guard

**Level: All**

### SESSION SCHEDULE

### LOCATION

2/26/19 - 2/27/19 .....	Washington, DC
3/27/19 - 3/28/19 .....	San Antonio, TX
4/16/19 - 4/17/19 .....	Washington, DC
6/4/19 - 6/5/19 .....	Huntsville, AL
6/12/19 - 6/13/19 .....	Washington, DC
8/20/19 - 8/21/19 .....	Washington, DC
10/23/19 - 10/24/19 .....	San Antonio, TX
10/23/19 - 10/24/19 .....	Washington, DC

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# Defense Working Capital Funds

**FINC9000D**      **3 Days**      **24 CPE**      **\$829**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
4/16/19 - 4/18/19.....	Washington, DC
6/18/19 - 6/20/19.....	Washington, DC
7/16/19 - 7/18/19.....	Washington, DC
7/16/19 - 7/18/19.....	San Diego, CA
9/17/19 - 9/19/19.....	Virginia Beach, VA
9/24/19 - 9/26/19.....	Washington, DC



# Federal Budgeting, Execution, and Accounting: The Relationship

**FINC8300D**      **2 Days**      **16 CPE**      **\$679**

Federal budgeting, execution, and accounting are interrelated functions that work together to support effective financial management in agencies. This course provides an overview of each function and shows the relationship between the three functions. Budget personnel will gain an understanding of the work required to produce accurate accounting information, while accountants will appreciate how budget personnel use accounting data to develop budget estimates and control the use of funds.

## LEARNING OUTCOMES

- Describe the relationship between federal budgeting, execution, and accounting
- Explain how accounting data is used in preparing budgets
- Distinguish between budgetary and proprietary accounting
- Use accounting data to control the obligation of funds during budget execution
- Use budget & accounting terminology correctly

## WHO SHOULD ATTEND?

Anyone who needs a better understanding of the relationship between the federal budget, execution and accounting functions, including budget personnel, accountants, accounting technicians, program managers, auditors, and interns

**Level: Introductory**

SESSION SCHEDULE	LOCATION
3/27/19 - 3/28/19.....	Washington, DC
5/14/19 - 5/15/19.....	Atlanta, GA
6/26/19 - 6/27/19.....	Washington, DC
9/25/19 - 9/26/19.....	Washington, DC
11/25/19 - 11/26/19.....	Washington, DC
12/3/19 - 12/4/19.....	Washington, DC



# Decision Support Analytics

**FINC8120D      3 Days      24 CPE      \$829**

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

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/12/19 - 2/14/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
6/3/19 - 6/5/19.....	Washington, DC
6/18/19 - 6/20/19.....	San Diego, CA
8/6/19 - 8/8/19.....	Washington, DC
8/27/19 - 8/29/19.....	Virginia Beach, VA
9/17/19 - 9/19/19.....	San Francisco, CA
10/1/19 - 10/3/19.....	Washington, DC
12/3/19 - 12/5/19.....	Washington, DC



# Enhanced Defense Financial Management Training Course (EDFMTC)

**FINC7060D      5 Days      40 CPE      \$1,050**

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

**On-site Sessions:** Graduate School USA is licensed by ASMC to deliver the EDFMTC at a location of your choice for up to 32 participants per class. Please contact Amanda Alter at 202.314.3346, or our Customer Support Center at 888.744.4723 for more information.

## LEARNING OUTCOMES

- State the checks and balances inherent in the three branches of government
- Describe the interactions between internal and external resource management elements of the DoD
- Explore the financial manager’s role as it relates to the audit process; review DoD policies and procedures, documentation and reporting requirements; review criteria
- Summarize the laws pertaining to appropriations and the limits on purpose, time, and amount; review significant comptroller general decisions
- Describe the structure of the federal budget
- Identify the standards and environments under which federal financial managers perform the planning, programming, and budgeting cycle
- Explain the roles of the Department of Defense in the federal government
- Describe how accounting and finance in DoD can aid financial managers in meeting objectives for reliable financial management and reporting
- Examine manpower management from an overall DoD perspective
- Articulate the uses and importance of auditing
- Develop an overall knowledge of the planning, programming, and budgeting process
- Comply with specific DoD legal requirements

- Explain the mathematical and statistical methods relating to cost and economic analysis
- Summarize the concepts, special authorities, directives, and regulations directed at business management improvement
- Explain a variety of accounting topics important in DoD financial management systems
- State the basic rules covering financial management topics such as pay, travel entitlements, contract pay, debt management, and other areas

## WHO SHOULD ATTEND?

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

## Level: Advanced

SESSION SCHEDULE	LOCATION
3/18/19 - 3/22/19 .....	Washington, DC
6/10/19 - 6/14/19 .....	San Diego, CA
7/15/19 - 7/19/19 .....	Virginia Beach, VA
8/26/19 - 8/30/19 .....	Washington, DC



# Federal Financial Systems & Policies

**BUDG8005D      3 Days      24 CPE      \$849**

This course covers the various financial systems used by the federal government to manage public funds and the legislation, regulations, and policies associated with these systems. You will become familiar with the characteristics of financial systems and the factors that distinguish financial systems from other systems used by the federal government. You will learn the basics of federal accounting, Activity- Based Costing, and Earned Value Management.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Identify key legislation impacting federal financial systems
- Describe the nature and functions of a federal financial system
- Explain the value of Earned Value Management (EVM) to financial management
- Analyze Activity-Based Costs (ABC)
- Identify the basic concepts of accounting
- Define the differences between proprietary and budgetary accounting

## WHO SHOULD ATTEND?

Budget, accounting, auditing, financial, and administrative personnel

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Washington, DC
4/9/19 - 4/11/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
10/22/19 - 10/24/19 .....	Washington, DC



# Intermediate Decision Support Analytics

**FINC9150D      3 Days      24 CPE      \$829**

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

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/5/19 - 2/7/19 .....	Washington, DC
4/30/19 - 5/2/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Washington, DC
11/19/19 - 11/21/19 .....	Washington, DC

# Introduction to Financial Management

**FINC7000D      3 Days      24 CPE      \$829**

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

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Describe financial management in the federal government
- Identify key roles played by various financial management personnel
- Identify the phases of the federal budget process
- Describe the role of financial information in performance management
- Explain basic principles of federal accounting
- Distinguish federal financial systems from other types of systems
- Explain the purpose of internal controls and control systems
- Adhere to governmentwide policies pertaining to cash and debt management

## WHO SHOULD ATTEND?

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

**Level: Foundation**

SESSION SCHEDULE	LOCATION
2/19/19 - 2/21/19 .....	Washington, DC
3/5/19 - 3/7/19 .....	Las Vegas, NV
3/19/19 - 3/21/19 .....	Washington, DC
4/16/19 - 4/18/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Seattle, WA
5/14/19 - 5/16/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Denver, CO
7/16/19 - 7/18/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Virginia Beach, VA
8/20/19 - 8/22/19 .....	Washington, DC
9/16/19 - 9/18/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Dallas, TX
10/22/19 - 10/24/19 .....	Washington, DC
12/10/19 - 12/12/19 .....	Washington, DC
12/10/19 - 12/12/19 .....	Atlanta, GA





# Non-Defense Working Capital Funds

FINC9250D      3 Days      24 CPE      \$829

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Participants should be familiar with budget principles as taught in Introduction to Federal Budgeting (BUDG7001D) or Federal Budgeting for Non-Budgeting Personnel (BUDG7000D).

Level: Intermediate

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Seattle, WA
6/5/19 - 6/7/19 .....	Dallas, TX
8/6/19 - 8/8/19 .....	Washington, DC
12/10/19 - 12/12/19 .....	Washington, DC

# Understanding Federal Financial Statements

FINC8103D      3 Days      24 CPE      \$829

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

This course applies towards completion of the DoD Financial Management Certification Program.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Level: Intermediate

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	Washington, DC



# Manager’s and Auditor’s Roles in Assessing Internal Control (OMB Circular A-123, GAO Green Book)

**AUDT8003G      2 Days      16 CPE      \$699**

Federal government agency heads must follow the requirements of the Federal Manager’s Financial Integrity Act and OMB’s Circular A-123 to assess and report on the agency’s system of internal control. Learn how the required compliance assessment can be structured and carried out, including basic techniques and approaches for conducting evaluations and documenting their results. Understand the intent and content of OMB’s 2016 revision to Circular A-123 and GAO’s 2014 revision to the Internal Control Standards (the Green Book).

**Formerly called Management’s Responsibility for Internal Control (OMB Circular A-123, GAO Green Book)**

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

## LEARNING OUTCOMES

- Explain why management assessment of controls is important to accomplish operations and program objectives
- Explain GAO and COSO standards on controls and apply them to government operations and programs
- Describe the key components of assessing controls
- Practice applying risk assessment and describe requirements and guidance for evaluating controls
- Evaluate and report on an agency’s system of management controls
- Recognize significant deficiencies and material weaknesses and be familiar with the type of issues that are reported
- List items for reporting in the annual Integrity Act Assurance Statements

## WHO SHOULD ATTEND?

Program managers and other non-auditors, as well as auditors who conduct control assessments and auditors who review agencies' implementation of Circular A-123

**Level: All**

SESSION SCHEDULE	LOCATION
1/23/19 - 1/24/19.....	Washington, DC
3/19/19 - 3/20/19.....	Atlanta, GA
3/20/19 - 3/21/19.....	Washington, DC
4/2/19 - 4/3/19.....	Seattle, WA
5/1/19 - 5/2/19.....	Washington, DC
6/5/19 - 6/6/19.....	San Antonio, TX
7/23/19 - 7/24/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
9/11/19 - 9/12/19.....	Philadelphia, PA
9/17/19 - 9/18/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC



# Federal Appropriations Law



[graduateschool.edu/fm](https://graduateschool.edu/fm)

## Antideficiency Act

FINC7207D

1 Day

8 CPE

\$439

This one-day course explores the Antideficiency Act (ADA) in depth. It uses the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book), Chapter 6, as the textbook, along with case studies based on actual ADA violation reports. OMB Circular A-11, Section 145 (reporting requirements), is also provided. Participants learn the history of the ADA, applicable sections of the U.S. Code, and how they apply to agency operations. The relationship between purpose or time violations, and ADA violations, is thoroughly discussed. Investigation and reporting requirements are presented as well as penalties that may be imposed on violators. Several methods for violations of the ADA are suggested. An analysis of all ADA violations reported from 2005 through 2016 is presented that summarizes violations by agency, type of violation, and discipline taken against responsible individuals.

### LEARNING OUTCOMES

- Assess and evaluate propriety of administrative decisions
- Understand the appropriations process and terms associated with the ADA
- Know exceptions to the ADA
- Understand reporting and investigation requirements
- Assess agency vulnerability to ADA violations
- Avoid ADA violations

### WHO SHOULD ATTEND?

Those federal government employees most vulnerable to committing an ADA violation: budget analysts; supervisors and managers; contracting officers; purchase card holders and approvers; program managers; and certifying officers. The course would also benefit auditors, who should be able to recognize ADA violations that have occurred, plus anyone who might be tasked to perform duties as an investigating official.

**Level: Intermediate**

### SESSION SCHEDULE

### LOCATION

2/14/19 - 2/14/19 .....	Washington, DC
4/10/19 - 4/10/19 .....	Washington, DC
4/23/19 - 4/23/19 .....	San Diego, CA
5/16/19 - 5/16/19 .....	Washington, DC
7/10/19 - 7/10/19 .....	Washington, DC
8/15/19 - 8/15/19 .....	Washington, DC
11/21/19 - 11/21/19 .....	Washington, DC
12/16/19 - 12/16/19 .....	Washington, DC

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# Appropriations Law for Reimbursements, Revolving Funds, and User Fees

**FINC9115D      2 Days      16 CPE      \$679**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Advanced**

SESSION SCHEDULE	LOCATION
3/6/19 - 3/7/19 .....	Washington, DC
4/24/19 - 4/25/19 .....	Las Vegas, NV
6/5/19 - 6/6/19 .....	San Francisco, CA
7/10/19 - 7/11/19 .....	Washington, DC
8/21/19 - 8/22/19 .....	San Diego, CA
9/10/19 - 9/11/19 .....	Washington, DC
11/6/19 - 11/7/19 .....	Washington, DC

# Master Certificate in Federal Financial Management (MCFFM)



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

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# Federal Appropriations Law

**FINC7100D      4 Days      32 CPE      \$1,019**

In this comprehensive course, you will learn how to correctly interpret and apply federal appropriations law to the use of appropriated funds. You will gain a solid foundation in federal government appropriations law using the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book), Chapters 1 through 9 as the text. At the completion of the course, you will be able to determine the availability of appropriations as to purpose, time, and amount and to avoid Antideficiency Act errors. The course also explores the relationship of agency budgets to appropriations, and the propriety, timing, and legality of certain types of expenditures. Working in teams, you will gain practical experience by completing case studies that are based on actual Comptroller General Decisions.

NOTE: There are roughly seven inches of reference books associated with this course. You may want to consider shipping these documents back to your office.

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
1/15/19 - 1/18/19.....	Washington, DC
1/29/19 - 2/1/19.....	San Diego, CA
2/26/19 - 3/1/19.....	Washington, DC
2/26/19 - 3/1/19.....	Atlanta, GA
3/26/19 - 3/29/19.....	Washington, DC
3/26/19 - 3/29/19.....	San Francisco, CA
4/23/19 - 4/26/19.....	Washington, DC
4/23/19 - 4/26/19.....	Virginia Beach, VA
5/21/19 - 5/24/19.....	Washington, DC
5/21/19 - 5/24/19.....	Denver, CO
6/11/19 - 6/14/19.....	Washington, DC
6/18/19 - 6/21/19.....	Albuquerque/NM
6/25/19 - 6/28/19.....	Washington, DC
6/25/19 - 6/28/19.....	San Antonio, TX
7/9/19 - 7/12/19.....	Washington, DC
7/16/19 - 7/19/19.....	Jacksonville, FL
7/16/19 - 7/19/19.....	Chicago, IL
7/23/19 - 7/26/19.....	Washington, DC
7/23/19 - 7/26/19.....	Las Vegas, NV
8/6/19 - 8/9/19.....	Washington, DC
8/20/19 - 8/23/19.....	Washington, DC
8/20/19 - 8/23/19.....	Seattle, WA
9/10/19 - 9/13/19.....	Washington, DC
9/24/19 - 9/27/19.....	Washington, DC
9/24/19 - 9/27/19.....	Dallas, TX
10/22/19 - 10/25/19.....	Washington, DC
10/29/19 - 11/1/19.....	Chicago, IL
11/19/19 - 11/22/19.....	Washington, DC
11/19/19 - 11/22/19.....	San Diego, CA
12/3/19 - 12/6/19.....	Atlanta, GA
12/10/19 - 12/13/19.....	Washington, DC





# Advanced Appropriations Law

**FINC9100D      3 Days      24 CPE      \$829**

This course builds on the concepts learned in Federal Appropriations Law (FINC7100D). It will provide you with practice in researching questions on the proper use of government funds and applying your research results to several comprehensive case studies. You will gain confidence in your ability to analyze a situation, perform the necessary research, and correctly apply appropriations law concepts to determine the proper course of action.

The course will be conducted with a combination of brief instructor lectures on the principles pertinent to the cases, followed by team review and analysis of the cases. The teams will then report their findings to the entire class for discussion and debate. Participants will be allowed to use any research tools at hand, including GAO’s Red Book, GAO’s website, and other search engine capabilities. Personal tablets, laptops, or smartphones are encouraged to aid in this research.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

**Level: Advanced**

SESSION SCHEDULE	LOCATION
1/29/19 - 1/31/19.....	Washington, DC
3/26/19 - 3/28/19.....	Washington, DC
6/25/19 - 6/27/19.....	Washington, DC
8/27/19 - 8/29/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC
12/16/19 - 12/18/19.....	Washington, DC

# Federal Appropriations Law Refresher and Update

**FINC8147D      2 Days      16 CPE      \$679**

This course provides a periodic refresher and update on federal appropriations law that is needed for the following reasons: 1) Congress passes new laws from time to time; 2) federal courts issue new decisions that set precedent; and 3) the Comptroller General occasionally renders new decisions or modifies existing decisions. This course brings you up-to-date on all of these changes to federal appropriations law.

Participants will learn to apply appropriations law concepts by completing case studies based on Comptroller General decisions.

## LEARNING OUTCOMES

- Evaluate propriety of administrative decisions
- Apply Comptroller General decisions
- Assist in the legal obligation of funds
- Avoid Antideficiency Act violations
- Record obligations properly

## WHO SHOULD ATTEND?

This course is designed for federal government employees and contractors who have already taken Federal Appropriations Law (FINC7100D). In general, an employee should take this refresher and update course if 18 months or more have elapsed since they have taken the four-day course.

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19.....	Washington, DC
5/8/19 - 5/9/19.....	San Diego, CA
5/14/19 - 5/15/19.....	Washington, DC
7/17/19 - 7/18/19.....	Washington, DC
8/13/19 - 8/14/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC



# Federal Travel Regulations



[graduateschool.edu/fm](https://graduateschool.edu/fm)

## Travel Regulations for Non-Defense Agencies, FTR (PCS Only)

FINC7104D

3 Days

24 CPE

\$929

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

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

Individuals who are involved with processing or certifying PCS orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements for civilian employees in non-DoD agencies. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who will be making a PCS move. If you need to learn about TDY allowances for civilian employees in Non-DoD agencies, please see Travel Regulations for Non-Defense Agencies, FTR (TDY Only) (FINC7213D).

**Level: Intermediate**

### SESSION SCHEDULE

4/30/19 - 5/2/19 ..... Washington, DC

9/17/19 - 9/19/19 ..... Washington, DC

### LOCATION

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# Travel Regulations for Non-Defense Agencies, FTR (TDY Only)

**FINC7213D      3 Days      24 CPE      \$929**

Learn the current rules and regulations for temporary duty (TDY) travel for civilian employees in non-DoD agencies from expert instructors.

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Seattle, WA
10/22/19 - 10/24/19 .....	San Francisco, CA
10/29/19 - 10/31/19 .....	Washington, DC



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# Travel Regulations for Defense Agencies, JTR (TDY Only)

**FINC7215D      3 Days      24 CPE      \$929**

Learn the current rules and regulations for temporary duty (TDY) travel for uniformed members, civilian employees and other personnel in the Department of Defense (DoD) from expert instructors.

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

If you need to learn about permanent change of station (PCS) allowances for civilian employees of DoD, see Travel Regulations for Defense Agencies, JTR (PCS Only) (FINC8230D). To learn about TDY allowances for Non-DoD civilian employees, please see Travel Regulations for Non-Defense Agencies, FTR (TDY Only) (FINC7213D).

**Level: Intermediate**

## SESSION SCHEDULE

## LOCATION

3/12/19 - 3/14/19 .....	Washington, DC
3/26/19 - 3/28/19 .....	San Francisco, CA
4/16/19 - 4/18/19 .....	San Antonio, TX
5/7/19 - 5/9/19 .....	Las Vegas, NV
6/11/19 - 6/13/19 .....	Virginia Beach, VA
7/9/19 - 7/11/19 .....	Atlanta, GA
7/23/19 - 7/25/19 .....	Washington, DC
7/31/19 - 8/2/19 .....	Honolulu, HI
8/27/19 - 8/29/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	San Diego, CA
9/10/19 - 9/12/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Seattle, WA
11/12/19 - 11/14/19 .....	Washington, DC

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# Travel Regulations for Defense Agencies, JTR (PCS Only)

**FINC8230D      3 Days      24 CPE      \$929**

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

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

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

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
3/11/19 - 3/13/19 .....	San Antonio, TX
4/9/19 - 4/11/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	San Diego, CA
8/5/19 - 8/7/19 .....	Honolulu, HI
8/6/19 - 8/8/19 .....	Washington, DC
10/8/19 - 10/10/19 .....	Denver, CO
12/3/19 - 12/5/19 .....	Washington, DC





# Travel Regulations for Defense Agencies, JTR (TDY and PCS)

**FINC8231D      5 Days      40 CPE      \$1,299**

This course covers the rules and regulations for both temporary duty (TDY) travel and permanent change of station (PCS) travel in the Department of Defense (DoD).

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

Regarding PCS travel; participants will learn the rules for PCS Service Agreements; travel authorizations; use of Government Travel Charge Card (CTCC); per diem allowances; transportation allowances; international household goods movement; shipment of privately owned vehicles (POVs); residential transactions; miscellaneous expense allowance; relocation income tax allowance, and more.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## LEARNING OUTCOMES

- Comply with current (JTR) Joint Travel Regulations
- Describe and define the requirements for travel orders and settlement vouchers while performing TDY for DoD agencies
- Describe and define the requirements for Service Agreements, travel orders, and requirements for civilian personnel performing PCS moves for DoD agencies
- Identify and calculate allowances and entitlements for uniformed and civilian personnel who are performing TDY and for civilian personnel who are performing PCS moves for DoD agencies
- Discern when per diem allowance is authorized and under what circumstances allowance is not authorized
- Compute per diem entitlements, reimbursable expenses, and allowances for both TDY and PCS reimbursements
- Assist uniformed and civilian personnel in DoD to resolve complex travel problems

## WHO SHOULD ATTEND?

Individuals who are involved with processing or certifying TDY and PCS travel orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements. It is highly recommended for approving officers, reviewing officials, and supervisors.

**Level: Intermediate**

SESSION SCHEDULE	LOCATION
3/25/19 - 3/29/19 .....	Honolulu, HI
4/8/19 - 4/12/19 .....	San Antonio, TX
5/13/19 - 5/17/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	San Diego, CA
6/3/19 - 6/7/19 .....	Denver, CO
6/10/19 - 6/14/19 .....	Las Vegas, NV
6/24/19 - 6/28/19 .....	Honolulu, HI
7/8/19 - 7/12/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Virginia Beach, VA
7/22/19 - 7/26/19 .....	Dallas, TX
8/5/19 - 8/9/19 .....	Atlanta, GA
8/19/19 - 8/23/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Honolulu, HI
9/9/19 - 9/13/19 .....	San Francisco, CA
9/16/19 - 9/20/19 .....	Huntsville, AL
11/18/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Seattle, WA

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# Travel Regulations for Non-Defense Agencies, FTR (TDY and PCS)

**FINC8232D      5 Days      40 CPE      \$1,299**

This course covers the rules and regulations for both temporary duty (TDY) travel and permanent change of station (PCS) travel in non-DoD agencies.

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

Regarding PCS travel, participants will learn the rules for PCS Service Agreements; travel authorizations; use of Government Travel Charge Card (CTCC), per diem allowances; transportation allowances; international travel; en route travel; house-hunting trips; temporary quarters subsistence expense, household goods movement; shipment of privately owned vehicles (POVs), residential transactions; miscellaneous expense allowance; relocation income tax allowance, temporary change of station, and more.

## LEARNING OUTCOMES

- Comply with current (FTR) Federal Travel Regulations as contained in Title 41 of the Code of Federal Regulations (CFR), chapters 300 through 304
- Describe and define the requirements for travel orders and settlement vouchers while performing TDY for non-DoD agencies
- Describe and define the requirements for Service Agreements, travel orders and requirements for civilian personnel performing PCS moves for non-DoD agencies
- Identify and calculate allowances and entitlements for personnel who are performing TDY and PCS moves
- Find out when per diem allowance is authorized and under what circumstances allowance is not authorized
- Compute per diem entitlements, reimbursable expenses, and allowances for both TDY & PCS reimbursements
- Assist personnel in non-DoD in resolving complex travel problems

## WHO SHOULD ATTEND?

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

**Level: Intermediate**

## SESSION SCHEDULE

## LOCATION

5/20/19 - 5/24/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC



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# Many of our classes are Guaranteed-to-Go.

Theses classes are guaranteed  
to run as scheduled.

We are constantly adding new classes,  
making it easier for you to schedule and  
register for training through the fiscal year.

[graduateschool.edu/gtog](https://graduateschool.edu/gtog)

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# Federal Human Resources Management



## **Your Success is Our Mission.**

Graduate School USA has been government's trusted training partner since 1921. Today, federal agencies continue to rely on us to deliver practical training for real-life HR issues, taught by instructors who have been where you are, so they know what you need. Our curriculum is designed to help federal HR practitioners, managers, and supervisors develop the essential competencies for success.

## **Closing the Skills Gap**

Human resources has been identified as one of five mission-critical federal occupations with skills gaps. Graduate School USA's regulatory-based human resources curriculum will help you close that gap by providing valuable in-depth learning opportunities.

## **Practical Training to Acquire Real-World Competency**

Graduate School USA courses not only provide knowledge, they encourage application with exercises, workshops, and case studies that have direct relevance to federal HR situations and issues. Giving participants the opportunity to practice new skills in a nonthreatening environment helps agencies protect their investments and accomplish their missions.

Discover more than 80 basic, intermediate, and specialty courses, in both classroom and online formats, to develop the full complement of HR skills needed to acquire, maintain, and retain a competent, dynamic, results-oriented federal workforce.

**Graduate School USA is an approved provider for the HR Certification Institute (HRCI).**

# Certificates in Federal Human Resources Management

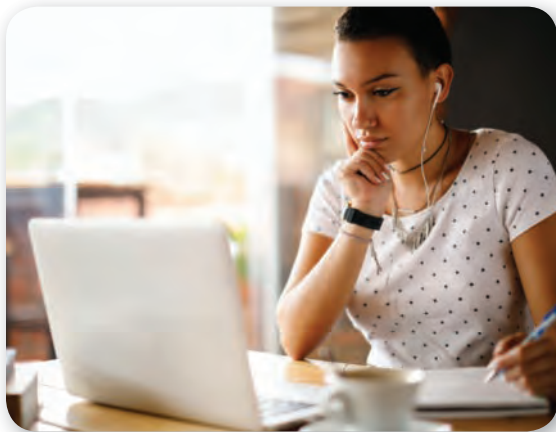
This three-level program consists of courses that are practical, job-related, and federal-specific, with a focus on the real issues that confront contemporary HR practitioners and managers.

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

HRM Certificate programs include both classroom and online courses. Level I may be completed entirely online.

Graduate School USA classroom courses are enhanced by instructors who know firsthand the issues faced by today's human resources practitioners. Our online courses provide students with another way to satisfy the requirements of the certificate programs. Classroom and online courses can be used interchangeably to meet certificate requirements.

**For more information, or to register, visit [graduateschool.edu/certificates](https://graduateschool.edu/certificates), or call (888) 744-GRAD.**



## Human Resources Management Certificate Level I - Online

**Earn this respected credential in federal human resources management anytime, anywhere with our online program.**

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

Course Title	Course Code	Credits
Federal Human Resources Management	PERS1731A	1.8 CEU
Basic Staffing and Placement OR Federal Staffing	STAF7100A STAF7102A	4.0 CEU 4.0 CEU
Position Classification: An Introduction OR Federal Classification	CLAS7051A CLAS7052A	4.0 CEU 4.0 CEU
Basic Labor Relations	LABR7051A	4.0 CEU
EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Practical Statistics	STAT7001A	3.2 CEU

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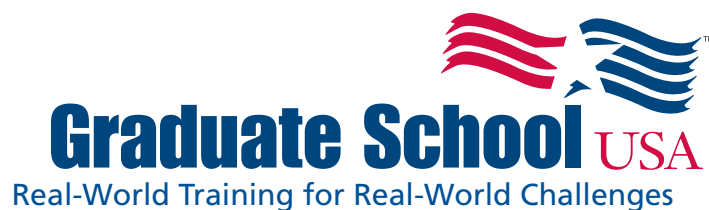




Classroom		Online
<b>LEVEL I CERTIFICATE</b>		
Federal Human Resources Management (PMGT7011D) 1.8 CEU	OR	Federal Human Resources Management (PERS1731A) 1.8 CEU
Federal Staffing and Placement (STAF7009D) 3.0 CEU	OR	Basic Staffing and Placement (STAF7100A) 4.0 CEU OR Federal Staffing (STAF7102A) 4.0 CEU
Position Classification (CLAS7003D) 6.0 CEU OR Principles of Classification (CLAS7900D) 3.0 CEU	OR	Position Classification: An Introduction (CLAS7051A) 4.0 CEU OR Federal Classification (CLAS7052A) 4.0 CEU
Federal Employee Relations (Basic) (LABR7110D) 2.4 CEU OR Federal Employee Relations (Basic) (LABR7020D) 2.4 CEU	OR	Basic Labor Relations (LABR7051A) 4.0 CEU
EEO in the Federal Sector (EEO7012D) 1.8 CEU	OR	EEO – Its Place in the Federal Government (EEO7051A) 1.6 CEU
Introduction to Statistics (STAT7100D) 2.4 CEU OR Using and Presenting HR Data for Organizational Decisions (STAF8016) 1.2 CEU	OR	Practical Statistics (STAT7001A) 3.2 CEU

Classroom		Online
<b>LEVEL II CERTIFICATE (UPON COMPLETION OF LEVEL I)</b>		
Federal Employee Benefits (BENE7104D) 3.0 CEU		
Strategic Human Capital Management (PMGT7015D) 1.2 CEU OR Federal Workforce Analysis and Planning (PMGT7013D) 1.2 CEU		
Fair Labor Standards Act (CLAS7101D) 1.2 CEU	OR	Fair Labor Standards Act (CLAS7102A) 4.0 CEU
Federal Position Management (CLAS7012D) 1.2 CEU		
Job Analysis and Competency Assessment (STAF8001D) 1.8 CEU OR Qualifications Analysis (STAF7023D) 1.8 CEU		
Federal Employee Development (CDEV7007D) 1.8 CEU		

Classroom		Online
<b>LEVEL III CERTIFICATE (UPON COMPLETION OF LEVEL II)</b>		
Clear Writing through Critical Thinking (WRIT7100D) 1.8 CEU	OR	Thinking Critically, Writing Clearly (WRIT7301A) 3 Credits
Internal Consulting Skills for Federal HR Professionals (CDEV8005D) 1.8 CEU		
Leading Teams and Groups (TDEV8200D) 1.8 CEU	OR	Leading Teams and Groups (TDEV8500A) 1.8 CEU
Federal Performance Management (LABR7013D) 1.8 CEU		
Management Analysis: Overview (PGMT7000D) 2.4 CEU		
Project Management (PGMT7005D) 2.4 CEU	OR	Project Management (PGMT7005A) 2.4 CEU



For more information or to register, visit [graduateschool.edu/hr](https://graduateschool.edu/hr) or call 888.744.GRAD.

# Federal Human Resources Management



[graduateschool.edu/hr](https://graduateschool.edu/hr)

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# Federal Human Resources Management Courses by OPM Technical Competencies and Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Human Resources Management Online	1	2	
Federal Human Resources Management	1	2	
Freedom of Information and Privacy Acts		2/3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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## Federal Human Resources Management — Online

**PERS1731A**    **6 Months**    **1.8 CEU**    **\$995**

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

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

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

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

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

## Federal Human Resources Management for Administrative Personnel

**PMGT8007D**    **3 Days**    **1.8 CEU**    **\$999**

Learn about the federal human resources management (HRM) process, the unique merit system environment within which it takes place, its special terminology, and the relationships between the following HRM functions: compensation, hiring, employee engagement, performance management, and human resources relations.

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

### LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
3/6/19 - 3/8/19 .....	Washington, DC
5/8/19 - 5/10/19 .....	Washington, DC
6/5/19 - 6/7/19 .....	Washington, DC
7/1/19 - 7/3/19 .....	Washington, DC
8/6/19 - 8/8/19 .....	Washington, DC
9/4/19 - 9/6/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Virginia Beach, VA

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# Federal Human Resources Management

**PMGT7011D      3 Days      1.8 CEU      \$1,149**

Learn about the federal human resources management (HRM) process, the unique merit system environment within which it takes place, its special terminology, and the relationships between the following HRM functions: compensation, hiring, employee engagement, performance management, and human resources relations.

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Current federal employees needing an overview of in federal HR management, including line supervisors and non-HR managers, various EEO professionals (counselors, specialists, program managers), HR practitioners (assistants and specialists), embedded HR liaisons (management analysts), HR interns, and administrative staff new to the federal service (budget analysts, administrative officers, etc.)

This course is not intended for those who have taken Federal Human Resources Management for Administrative Personnel (PMGT8007D).

SESSION SCHEDULE	LOCATION
1/23/19 - 1/25/19.....	Washington, DC
2/26/19 - 2/28/19.....	Washington, DC
3/26/19 - 3/28/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/29/19 - 5/31/19.....	Washington, DC
6/4/19 - 6/6/19.....	San Antonio, TX
6/25/19 - 6/27/19.....	Washington, DC
7/9/19 - 7/11/19.....	Atlanta, GA
7/29/19 - 7/31/19.....	Washington, DC
8/20/19 - 8/22/19.....	Seattle, WA
8/26/19 - 8/28/19.....	Washington, DC
9/25/19 - 9/27/19.....	Washington, DC
10/28/19 - 10/30/19.....	Washington, DC
11/20/19 - 11/22/19.....	Washington, DC
12/9/19 - 12/11/19.....	Washington, DC





# Federal Human Resources Management for Supervisors and Managers

PMGT7102D    5 Days    3 CEU    \$1,499

Successfully meet organizational objectives and abide by human resources laws and handle the HR aspects of supervision. Learn about the guiding principles for human resources management, including merit system principles, prohibited personnel practices, and EEO. In addition, gain knowledge and skills in these areas: labor relations; organizing, describing, and classifying positions; filling vacancies; performance management; managing performance and conduct problems; and quality-of-work life issues.

**This course aligns with the DoD financial management competencies.**

## LEARNING OUTCOMES

- Discuss the role of the supervisor and manager in federal human resources management (HRM)
- Identify the guiding principles and framework for federal HR
- Describe the legal basis for equal employment opportunity (EEO) and identify the types of discrimination
- Describe the supervisor’s obligations when working with employees who are members of a bargaining unit
- Describe the supervisor’s role in position management and classification
- Identify strategies, considerations, and limitations for filling position vacancies
- Describe the components of an effective performance management system and the supervisor’s role in managing these components
- Identify the steps for understanding performance problems and describe the options for dealing with them
- Describe misconduct and the steps for taking appropriate disciplinary actions
- Discuss some of the other HR issues that affect the federal government’s ability to meet its employees’ diverse needs

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
1/14/19 - 1/18/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
4/29/19 - 5/3/19 .....	Washington, DC
6/3/19 - 6/7/19 .....	Washington, DC
7/8/19 - 7/12/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	San Diego, CA
8/5/19 - 8/9/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Denver, CO
9/16/19 - 9/20/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
12/2/19 - 12/6/19 .....	Washington, DC



# Freedom of Information and Privacy Acts

PMGT7000D    3 Days    1.8 CEU    \$1,99

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Federal employees who are involved with requests associated with the Freedom of Information Act or Privacy Act

## SESSION SCHEDULE

## LOCATION

1/29/19 - 1/31/19.....	Washington, DC
3/5/19 - 3/7/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
4/23/19 - 4/25/19.....	Atlanta, GA
5/7/19 - 5/9/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
6/25/19 - 6/27/19.....	San Diego, CA
7/9/19 - 7/11/19.....	Washington, DC
8/6/19 - 8/8/19.....	Washington, DC
8/6/19 - 8/8/19.....	Denver, CO
9/24/19 - 9/26/19.....	Washington, DC
9/24/19 - 9/26/19.....	San Francisco, CA
11/5/19 - 11/7/19.....	Washington, DC

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# On-site Training

## *What's in it for you:*



## Cost Savings

As your organization's training needs increase, so does the need to minimize the costs associated with them. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

- Eliminate travel costs, such as employee airfare, transportation, per diem, parking, and rental cars.
- Maximize employee training time with no need for travel, overtime, or compensatory pay.
- Save with pricing levels based on number of participants.

## Convenience

- Choose the best time to learn based on your employees' workloads and schedules.
- Benefit from courses scheduled to fit your needs.
- Experience turnkey delivery—pick the training, time, and place, and we handle the rest.

## Relevance

- Our courses contain federal-specific content, allowing for direct transfer of knowledge and skills to the job.

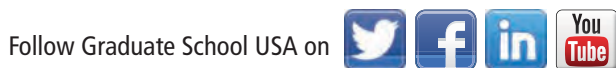
For more information, visit [graduateschool.edu/onsite](https://graduateschool.edu/onsite) or call 800.787.9074.

# Recruitment, Staffing, and Placement



[graduateschool.edu/hr](https://graduateschool.edu/hr)

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# Recruitment, Staffing, and Placement Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Staffing Online	2	2	
Basic Staffing and Placement Online	2	2	
Federal Staffing and Placement	2	2	
Qualifications Analysis	3	4	5
Job Analysis and Assessment Development	3	4	5
Examining for FWS Positions		4	4
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Behavioral Job Interviewing to Hire the Best	3	4	5
Recruitment Strategies Using Social Media		4	4
Staffing for Support Staff	2		
Calculating Service Computation Dates	2	3	4/5
Preparing for a Reduction in Force		2	3
Conducting a Reduction in Force	2	3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

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## 2 = Basic

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## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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## Federal Staffing — Online

STAF7102A

6 Months

4 CEU

\$895

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

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

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

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

### LEARNING OUTCOMES

- Understand the basis for federal merit staffing
- Describe federal staffing processes
- Assess minimum qualifications using OPM's Qualifications Standards for GS Positions
- Apply requirements for certifying best-qualified candidates for competitive and noncompetitive selection
- Learn how HR practitioners assist managers and supervisors in recruiting and retaining top talent
- Ensure that interviews are a positive extension of the staffing process
- Apply the procedures that must be followed if a selection is to be legal
- Identify pay-setting options for hiring successful employees

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.



## Basic Staffing and Placement — Online

STAF7100A

6 Months

4 CEU

\$895

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

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

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

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

### LEARNING OUTCOMES

- Understand the basis for the federal merit system
- Describe staffing processes in the federal government
- Assess minimum qualifications using OPM's Qualifications Standards
- Apply requirements for certifying best-qualified candidates in competitive and noncompetitive processes
- Learn how to assist managers and supervisors in recruiting and retaining top talent
- Ensure interviews are a positive extension of the staffing process
- Apply the procedures that must be followed for a legal selection
- Identify pay-setting options for recruitment and salary negotiation

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course

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# Federal Staffing and Placement

**STAF7009D      5 Days      3 CEU      \$1,549**

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

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

## LEARNING OUTCOMES

- Describe the role of the HR practitioner in assisting agency managers today and in the future
- Devise alternative solutions to recruiting challenges
- Research and use all available resource and reference material, including legal and regulatory issuances
- Assess minimum qualifications using the General Schedule Qualification Standards
- Evaluate a candidate's knowledge, skills, abilities, and competencies
- Apply concepts of time-in-grade and time-after-competitive appointment restrictions
- Apply merit promotion and other in-service procedures
- Describe concepts used in downsizing
- Inform applicants/employees about the civil service employment system
- Discuss the latest developments in federal HR management

## WHO SHOULD ATTEND?

HR practitioners and others, such as supervisors, managers and EEO staff members, who need to use and apply current federal staffing procedures and regulations

SESSION SCHEDULE	LOCATION
1/14/19 - 1/18/19.....	Washington, DC
2/4/19 - 2/8/19.....	Washington, DC
3/4/19 - 3/8/19.....	Washington, DC
3/4/19 - 3/8/19.....	Las Vegas, NV
3/18/19 - 3/22/19.....	Washington, DC
4/1/19 - 4/5/19.....	Washington, DC
4/8/19 - 4/12/19.....	San Antonio, TX
4/22/19 - 4/26/19.....	Virginia Beach, VA
4/29/19 - 5/3/19.....	Washington, DC
5/6/19 - 5/10/19.....	Denver, CO
5/20/19 - 5/24/19.....	Washington, DC
5/20/19 - 5/24/19.....	Dallas, TX
6/10/19 - 6/14/19.....	Washington, DC
6/24/19 - 6/28/19.....	Washington, DC
6/24/19 - 6/28/19.....	San Diego, CA
7/8/19 - 7/12/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
8/5/19 - 8/9/19.....	Washington, DC
8/5/19 - 8/9/19.....	Atlanta, GA
8/19/19 - 8/23/19.....	Las Vegas, NV
8/26/19 - 8/30/19.....	Washington, DC
8/26/19 - 8/30/19.....	San Francisco, CA
9/9/19 - 9/13/19.....	Washington, DC
9/9/19 - 9/13/19.....	Virginia Beach, VA
9/16/19 - 9/20/19.....	Atlanta, GA
9/30/19 - 10/4/19.....	Washington, DC
10/21/19 - 10/25/19.....	Washington, DC
11/18/19 - 11/22/19.....	Washington, DC
12/9/19 - 12/13/19.....	Washington, DC

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# Qualifications Analysis

STAF7023D      3 Days      1.8 CEU      \$1,099

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

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

## LEARNING OUTCOMES

- Describe the staffing process and the role of qualifications analysis within it
- Understand the purpose of the qualifications process and its historical evolution
- Describe the structure and content of OPM’s GS Qualification Policies and Qualification Standards websites
- Evaluate experience and education using the General Policies;
- Combine experience and education through proper analytic procedures to determine minimum qualifications
- Understand the purpose and requirements for selective placement factors and quality ranking factors
- Explain in-service placement provisions as they are similar to and differ from outplacement provisions
- Apply legal and regulatory requirements in making eligibility determinations
- Assess the minimum qualifications and the eligibility of a job applicant

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
1/23/19 - 1/25/19.....	Washington, DC
2/13/19 - 2/15/19.....	Washington, DC
3/6/19 - 3/8/19.....	Washington, DC
3/27/19 - 3/29/19.....	Washington, DC
4/17/19 - 4/19/19.....	Washington, DC
4/23/19 - 4/25/19.....	Las Vegas, NV
5/1/19 - 5/3/19.....	Washington, DC
5/21/19 - 5/23/19.....	Denver, CO
5/29/19 - 5/31/19.....	Washington, DC
6/19/19 - 6/21/19.....	Washington, DC
7/10/19 - 7/12/19.....	Washington, DC
7/23/19 - 7/25/19.....	San Antonio, TX
8/6/19 - 8/8/19.....	San Diego, CA
8/7/19 - 8/9/19.....	Washington, DC
9/4/19 - 9/6/19.....	Washington, DC
9/17/19 - 9/19/19.....	Atlanta, GA
9/30/19 - 10/2/19.....	Washington, DC
10/29/19 - 10/31/19.....	Washington, DC
11/6/19 - 11/8/19.....	Washington, DC
12/11/19 - 12/13/19.....	Washington, DC

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# Job Analysis and Assessment Development

STAF8001D      3 Days      1.8 CEU      \$999

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

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

## LEARNING OUTCOMES

- Conduct an effective job analysis, consistent with legal and regulatory requirements, that identifies the major duties of a position
- Use the results of the job analysis to identify and refine the competencies, knowledge, skills and abilities needed to perform the work of the position
- Prepare operational definitions of competencies
- Develop 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

## WHO SHOULD ATTEND?

HR practitioners as well as supervisors and managers involved in the recruitment and placement process or otherwise assess job candidates

## SESSION SCHEDULE      LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
2/20/19 - 2/22/19 .....	Washington, DC
3/20/19 - 3/22/19 .....	Washington, DC
4/17/19 - 4/19/19 .....	Washington, DC
5/22/19 - 5/24/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Dallas, TX
8/13/19 - 8/15/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Denver, CO
9/10/19 - 9/12/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Virginia Beach, VA
10/8/19 - 10/10/19 .....	Washington, DC
12/3/19 - 12/5/19 .....	Washington, DC

# Examining for Federal Wage System Jobs

STAF7200D      2 Days      1.2 CEU      \$699

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners, hiring officials and others who need to understand and/or use the JE examining method for Federal Wage System jobs

## SESSION SCHEDULE      LOCATION

4/1/19 - 4/2/19 .....	Washington, DC
6/17/19 - 6/18/19 .....	Washington, DC
8/26/19 - 8/27/19 .....	Washington, DC





# Adjudicating and Applying Veterans' Preference — Online

**STAF8607A      6 Months      .8 CEU      \$545**

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

- Instructor assistance and feedback on assignments
- Facilitated discussions

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

## LEARNING OUTCOMES

- Identify the circumstances in which veterans' preference applies
- Know the types of veterans' preference, including veterans, spouses, widows/widowers, and mothers
- Properly adjudicate veterans' preference claims
- Apply veterans' preference in both competitive and excepted appointments
- Employ these special appointing authorities for veterans: Veterans' Recruitment Appointments (VRA); disabled veterans enrolled in a VA training program; Veterans Employment Opportunities Act of 1998

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Adjudicating and Applying Veterans' Preference

**STAF8007D      1 Day      .6 CEU      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who adjudicate veterans' preference claims or perform delegated examining work

## SESSION SCHEDULE

## LOCATION

3/29/19 - 3/29/19 .....	Washington, DC
5/31/19 - 5/31/19 .....	Washington, DC
7/2/19 - 7/2/19 .....	Washington, DC
8/2/19 - 8/2/19 .....	Washington, DC
9/6/19 - 9/6/19 .....	Washington, DC

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# Behavioral Job Interviewing to Hire the Best

STAF8012D      2 Days      1.2 CEU      \$699

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

This course was previously titled **Interviewing Techniques**

## LEARNING OUTCOMES

- Develop behavior-based structured interview questions and rating scales
- Conduct effective, behavior-based structured interviews
- 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
- Define benchmark responses that permit you to rate or score applicant responses
- Obtain useful information from candidates so that better selection decisions can be made

## WHO SHOULD ATTEND?

HR practitioners, supervisors, managers, recruiters, and others who interview job applicants

## SESSION SCHEDULE

Available by Contract Only

# Recruitment Strategies Using Social Media

STAF7516D      2 Days      1.2 CEU      \$789

Learn about the practice of using social media as a recruitment strategy. Develop your ability to both evaluate what your organization is currently doing in this area and identify how you can help improve the process by which your organization recruits successful high-quality candidates to accomplish its mission and goals. Gain a better understanding of why and how social media is used as a recruitment strategy; the best practices to ensure successful implementation of such strategies; and the ways in which these practices can be monitored, evaluated, and improved.

## LEARNING OUTCOMES

- Discuss the need for changes in the recruitment process to accommodate technological innovation and cultural change
- Discuss strategies that incorporate the use of social media to recruit high-quality candidates for public-sector jobs
- Identify best practices for establishing social media as a recruitment strategy
- Describe how metrics can be used to evaluate the successful use of social media as a recruitment strategy
- Assess your organization’s capability for using social media networks for successful staff recruitment

## WHO SHOULD ATTEND?

HR practitioners and other staff who need an introduction to the practice of using social media as a recruitment strategy in federal agencies

## SESSION SCHEDULE

## LOCATION

5/30/19 - 5/31/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC





# Staffing for Support Staff

**STAF7001D**      **3 Days**      **1.8 CEU**      **\$999**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Support staff involved in the preparation of SF52s or SF50s who need to understand the relationship between staffing and other HR programs

SESSION SCHEDULE	LOCATION
4/3/19 - 4/5/19 .....	Washington, DC
6/19/19 - 6/21/19 .....	Washington, DC
8/28/19 - 8/30/19 .....	Washington, DC
10/16/19 - 10/18/19 .....	Washington, DC

# Preparing for a Reduction in Force

**STAF7005D**      **1 Day**      **.6 CEU**      **\$499**

Learn about alternative flexibilities and tools that help agencies meet their organizational requirements, or, to reduce the scope and impact of any necessary RIFs. Enhance your knowledge of the actions agencies must take to prepare in advance to ensure that a RIF is successful. This course describes the considerations and actions required for agencies anticipating a reduction in force.

As a one-day overview of a very complex process, this course does not include skills development exercises. Rather, it:

- Describes tools, processes, and records requirements;
- Describes considerations necessary to prepare for a RIF; and
- Poses discussion questions for participants

For a complete description of the RIF process along with hands-on, practical exercises to develop skill, enroll in Planning and Conducting a Reduction in Force (STAF7015D).

## LEARNING OUTCOMES

- Summarize the major flexibilities and tools available to help agencies to avoid a RIF or reduce the impact of a RIF
- Discuss the RIF process, including the major factors for determining retention standing
- Describe resources available to agencies in preparing for a RIF
- Describe tools, processes, records requirements, and considerations necessary to prepare for a RIF

## WHO SHOULD ATTEND?

Supervisors, managers, and HR leaders and officials who anticipate a need to restructure their workforce and wish to understand the impact of a potential reduction in force

SESSION SCHEDULE	LOCATION
5/6/19 - 5/6/19 .....	Washington, DC
7/8/19 - 7/8/19 .....	Washington, DC
9/9/19 - 9/9/19 .....	Washington, DC



# Planning and Conducting a RIF

STAF7015D      4 Days      2.4 CEU      \$1,199

Learn the mechanics of properly executing a reduction in force (RIF). Know what to do when an agency abolishes positions, or separates or downgrades employees due to a reorganization, lack of work, shortage of funds, or insufficient personnel ceiling. Run a mock RIF to determine the impact of various decisions on employee entitlements and agency structure. Learn about appeal procedures, priority placement programs, and employee reemployment and restoration rights.

The content of this course focuses on the RIF procedures described in 5 CFR 351. It does not cover the specific procedures established by the National Defense Authorization Act of 2016.

## LEARNING OUTCOMES

- Define basic terms such as competitive area, competitive level, retention register, bumping, and retreating
- Describe the basic procedures used in a reduction in force (RIF)
- Establish a retention register
- Apply the RIF actions of displacement, retreating, bumping, and separation in a RIF
- Explain pay implications in a RIF
- Explain special employment programs for displaced employees
- Identify when a proposed reorganization will result in a transfer of function, and determine management and employee rights in a transfer of function
- Recognize RIF actions by agencies that are subject to RIF appeal, explain the appeals procedure, and cite current relevant case law

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/5/19 - 3/8/19 .....	Washington, DC
5/7/19 - 5/10/19 .....	Washington, DC
7/9/19 - 7/12/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	San Francisco, CA
7/30/19 - 8/2/19 .....	Washington, DC
8/6/19 - 8/9/19 .....	Washington, DC

# Calculating Service Computation Dates

STAF7602D      1 Day      0.6 CEU      \$499

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

## LEARNING OUTCOMES

- Learn what Service Computation Dates (SCD) are
- Determine appropriate service is creditable and how it is credited for civil service employment.
- Determine if Uniformed service is creditable
- Learn how to verify service
- Learn when to compute the SCD or make changes to SCD
- Learn differences between SCD for Leave, RIF, TSP, and Retirement

## WHO SHOULD ATTEND?

HR practitioners who compute and make changes to SCDs

SESSION SCHEDULE	LOCATION
3/28/19 3/28/19 .....	Washington/DC
5/30/19 5/30/19 .....	Washington/DC
7/1/19 7/1/19 .....	Washington/DC
8/1/19 8/1/19 .....	Washington/DC
9/5/19 9/5/19 .....	Washington/DC

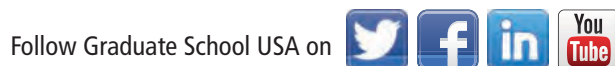
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# Human Resources Processing and Analysis



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# HR Processing and Analysis Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Basic Processing Personnel Actions Online	1	2	
Processing Federal Personnel Actions	1/2	3	3
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Calculating Service Computation Dates	2	3	4/5
Federal Employee Benefits	2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Basic Processing Personnel Actions — Online

**PROC7003A      6 Months      3.2 CEU      \$699**

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

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

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

## LEARNING OUTCOMES

- Handle basic actions using the specific instructions in OPM's Guide to Processing Personnel Actions
- Use decision logic tables
- Locate information and select required codes and authorities
- Properly document personnel actions on Standard Forms 50 and 52

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

You have six months to complete the course.



# Processing Federal Personnel Actions

**STAF7010D      5 Days      3 CEU      \$1,699**

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

## LEARNING OUTCOMES

- Use The Guide to Processing Personnel Actions and related references to complete the required entries on the Request for Personnel Action (SF 52) and the Notification of Personnel Action (SF 50), including selection of the correct nature of action, legal authority, and remarks
- Make determinations on computing service computation dates, determining retirement coverage veterans' preference, and waiting periods for within-grade increases, probationary periods, and career tenure

## WHO SHOULD ATTEND?

HR practitioners and others who need to understand and apply federal HR actions processing procedures

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Denver, CO
6/10/19 - 6/14/19 .....	Washington, DC
6/17/19 - 6/21/19 .....	Atlanta, GA
7/8/19 - 7/12/19 .....	Washington, DC
7/22/19 - 7/26/19 .....	Seattle, WA
7/29/19 - 8/2/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Virginia Beach, VA
9/9/19 - 9/13/19 .....	Washington, DC
9/16/19 - 9/20/19 .....	San Francisco, CA
9/30/19 - 10/4/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	San Diego, CA
11/18/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Washington, DC







# Adjudicating and Applying Veterans' Preference — Online

**STAF8607A      6 Months      .8 CEU      \$545**

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

- Instructor assistance and feedback on assignments
- Facilitated discussions

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

## LEARNING OUTCOMES

- Identify the circumstances in which veterans' preference applies
- Know the types of veterans' preference, including veterans, spouses, widows/widowers, and mothers
- Properly adjudicate veterans' preference claims
- Apply veterans' preference in both competitive and excepted appointments
- Employ these special appointing authorities for veterans: Veterans' Recruitment Appointments (VRA); disabled veterans enrolled in a VA training program; Veterans Employment Opportunities Act of 1998

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

You have six months from date of enrollment to complete the course.

# Adjudicating and Applying Veterans' Preference

**STAF8007D      1 Day      .6 CEU      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who adjudicate veterans' preference claims or perform delegated examining work

SESSION SCHEDULE	LOCATION
3/29/19 - 3/29/19 .....	Washington, DC
5/31/19 - 5/31/19 .....	Washington, DC
7/2/19 - 7/2/19 .....	Washington, DC
8/2/19 - 8/2/19 .....	Washington, DC
9/6/19 - 9/6/19 .....	Washington, DC



# Calculating Service Computation Dates

**STAF7602D      1 Day      .6 CEU      \$499**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who compute and make changes to SCDs

SESSION SCHEDULE	LOCATION
3/28/19 - 3/28/19 .....	Washington, DC
5/30/19 - 5/30/19 .....	Washington, DC
7/1/19 - 7/1/19 .....	Washington, DC
8/1/19 - 8/1/19 .....	Washington, DC
9/5/19 - 9/5/19 .....	Washington, DC



# Federal Employee Benefits

**BENE7104D      5 Days      3 CEU      \$1,499**

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who administer and apply federal employee benefits

SESSION SCHEDULE	LOCATION
1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/11/19 - 3/15/19 .....	San Diego, CA
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Denver, CO
7/22/19 - 7/26/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC



# Employee Benefits Administration



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# Employee Benefits Administration Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Benefits	1/2	3/4	5
CSRS and FERS Retirement and Benefits	1/2	3/4	5
Workers Compensation and Disability Retirement	1/2	3/4	5
Family and Medical Leave Act for Supervisors and HR Practitioners	2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## **1 = Awareness**

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## **2 = Basic**

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## **3 = Intermediate**

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## **4 = Advanced**

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## **5 = Expert**

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Federal Employee Benefits

**BENE7104D**      **5 Days**      **3 CEU**      **\$1,499**

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who administer and apply federal employee benefits

SESSION SCHEDULE	LOCATION
1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/11/19 - 3/15/19 .....	San Diego, CA
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Denver, CO
7/22/19 - 7/26/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC

# CSRS and FERS Retirement and Benefits

**BENE8201D**      **4 Days**      **2.4 CEU**      **\$1,299**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners and others who administer federal benefits will benefit by attending this course

SESSION SCHEDULE	LOCATION
4/9/19 - 4/12/19 .....	Washington, DC
6/25/19 - 6/28/19 .....	Washington, DC
7/23/19 - 7/26/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	San Diego, CA
11/19/19 - 11/22/19 .....	Washington, DC

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# Workers Compensation and Disability Retirement

**BENE8104D      2 Days      1.2 CEU      \$749**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners as well as other support staff members who are involved in administering benefits for federal employees

SESSION SCHEDULE	LOCATION
------------------	----------

3/28/19 - 3/29/19 .....	Washington, DC
4/8/19 - 4/9/19 .....	Dallas, TX
5/9/19 - 5/10/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC

# Family and Medical Leave Act for Supervisors and HR Practitioners

**PMGT7510D      2 Days      1.2 CEU      \$749**

Learn the requirements you must follow under the Family and Medical Leave Act and how to handle specific situations you may face. Ensure that you and your agency do not end up dealing with a grievance or court case because you do not understand or know how to apply the entitlements provided in the Act.

**This course was previously titled Family and Medical Leave Act for Supervisors and Managers**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
------------------	----------

5/15/19 - 5/16/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
9/4/19 - 9/5/19 .....	Washington, DC

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# Classification and Position Management



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# Classification and Position Management Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Classification Online	2	3/4	5
Position Classification: An Introduction Online	1	2/3	
Principles of Classification	2	3/4	5
Position Classification	2	3/4	5
Classification Refresher		3/4	4
Advanced Position Classification		4	5
Writing Federal Position Descriptions	1/2	3/4	5
Federal Position Management	1	3	4/5
Fair Labor Standards Act (FLSA) Online	1	3	
Fair Labor Standards Act (FLSA)	1	3	

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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## Federal Classification — Online

CLAS7052A 6 Months 4 CEU \$895

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

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

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

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

### LEARNING OUTCOMES

- Learn the principles and the references that guide classification in the federal sector
- Understand and apply procedures used to classify federal positions using the FES
- Understand and apply procedures used to classify federal positions using the narrative system
- Understand alternative HR systems and procedures commonly used to evaluate positions in such systems
- Understand and apply procedures used to classify federal blue-collar positions using the job-grading system
- Apply the rules applicable to classifying mixed grade/series and interdisciplinary positions
- Apply the procedures used to classify federal leader, supervisory, and managerial positions
- Recognize and apply the principles used to organize work (position management) and describe positions using the FES format
- Describe positions using the FES format

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.



## Position Classification: An Introduction — Online

CLAS7051A 6 Months 4 CEU \$899

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

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

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

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course

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# Principles of Classification

**CLAS7900D      5 Days      3 CEU      \$1,499**

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

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

## LEARNING OUTCOMES

- Discuss the two primary systems used to evaluate positions in the federal system
- Describe the legal basis, structure, and primary tools of the General Schedule system
- Explain and apply procedures used to classify federal positions using the Factor Evaluation System
- Explain and apply procedures used to classify federal positions in the Federal Wage System including leader and supervisory positions.
- Describe and apply the procedures used to classify General Schedule leader, supervisory, and managerial positions.
- Explain and apply the rules applicable to classifying mixed grade/series and interdisciplinary positions.

## WHO SHOULD ATTEND?

HR practitioners and others who need to know how to evaluate, federal GS and FWS positions including HR practitioners, managers, supervisors, administrative staff, and others

This five-day course is not a substitute for the 10-day Position Classification course (CLAS703D). This course provides fewer opportunities to practice and demonstrate correct application of classification and does not cover other classification-related topics in the depth seen in the 10-day course.

SESSION SCHEDULE	LOCATION
2/11/19 - 2/15/19.....	Washington, DC
3/11/19 - 3/15/19.....	Washington, DC
4/15/19 - 4/19/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
6/10/19 - 6/14/19.....	Washington, DC
7/8/19 - 7/12/19.....	Washington, DC
7/29/19 - 8/2/19.....	Washington, DC
8/12/19 - 8/16/19.....	Washington, DC
9/23/19 - 9/27/19.....	Atlanta, GA
10/21/19 - 10/25/19.....	Washington, DC
12/2/19 - 12/6/19.....	Washington, DC

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# Position Classification

**CLAS7003D**      **10 Days**      **6 CEU**      **\$2,579**

Develop and improve your skills in selecting and applying position classification standards, writing position evaluation statements, and operating within classification-related areas such as FLSA and position management. This intensive ten-day course provides you with a foundation in General Schedule (GS) and Federal Wage System (FWS) classification. Focus on the legal bases, structure, and operation of the GS, FWS, and alternative classification systems.

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners and others who classify positions or need an in-depth knowledge of how federal positions are classified

The five-day Principles of Classification (CLAS7900D) is not a substitute for this in-depth, exercise-intensive course.

SESSION SCHEDULE	LOCATION
1/28/19 - 2/8/19 .....	Washington, DC
2/25/19 - 3/8/19 .....	Washington, DC
3/11/19 - 3/22/19 .....	Las Vegas, NV
4/1/19 - 4/12/19 .....	Washington, DC
5/13/19 - 5/24/19 .....	Washington, DC
6/3/19 - 6/14/19 .....	Denver, CO
6/17/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/26/19 .....	Washington, DC
7/29/19 - 8/9/19 .....	San Diego, CA
8/19/19 - 8/30/19 .....	Washington, DC
9/16/19 - 9/27/19 .....	Washington, DC
12/2/19 - 12/13/19 .....	Washington, DC

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# Classification Refresher

**CLAS7004D      3 Days      1.8 CEU      \$899**

Refresh your knowledge on classification essentials and more advanced classification issues and go home with a quick and easy-to-use reference guide. Enhance your skills by completing two classification projects with instructor input and feedback.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners and other agency staff who have prior experience in evaluating/classifying positions under Title 5. This includes the significant number of HR practitioners who classify only intermittently and have a critical need to network and refresh their classification knowledge.

SESSION SCHEDULE	LOCATION
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4/2/19 - 4/4/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	Washington, DC

# Advanced Position Classification

**CLAS9001D      4 Days      3 CEU      \$1,199**

Refresh your classification knowledge on the major classification issues involving FES and narrative systems and discuss the more difficult and technical classification issues through exercises based on classification appeals decided by the Office of Personnel Management

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners with significant prior experience in evaluating/classifying positions under Title 5

SESSION SCHEDULE	LOCATION
------------------	----------

3/12/19 - 3/15/19 .....	Washington, DC
6/4/19 - 6/7/19 .....	Washington, DC
7/23/19 - 7/26/19 .....	Washington, DC
8/5/19 - 8/8/19 .....	San Diego, CA
8/20/19 - 8/23/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	Washington, DC

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# Writing Federal Position Descriptions

**CLAS7910D**      **2 Days**      **1.2 CEU**      **\$789**

Learn how to make effective use of your organization's human resources by planning and describing positions completely and accurately. Include important duties, organizational relationships, and essential knowledge in employee position descriptions (PDs) since PDs form the basis for many HR actions, including compensation, hiring, and RIF. Facilitate the accomplishment of an agency's mission, goals, and objectives at both the macro and micro levels with effective PDs.

## LEARNING OUTCOMES

- Describe the importance of current and accurate position descriptions and their effect on classification, recruitment, performance measurement, compensation, and employee relations
- Explain the do's and don'ts in writing position descriptions
- Identify supervisory responsibilities in writing PDs
- Discuss the components of General Schedule non-supervisory and supervisory position descriptions
- Define the factors necessary for writing General Schedule nonsupervisory and supervisory position descriptions
- Write complete and accurate General Schedule nonsupervisory and supervisory position descriptions
- Discuss the components of FWS non-supervisory and supervisory position descriptions
- Define the factors necessary for writing FWS nonsupervisory and supervisory position descriptions
- Write complete and accurate Federal Wage System non-supervisory and supervisory position descriptions

## WHO SHOULD ATTEND?

Federal supervisors, HR practitioners, and administrative staff who need to be able to apply the basic principles of position planning to the description of positions and write complete position descriptions

SESSION SCHEDULE	LOCATION
2/21/19 - 2/22/19 .....	Washington, DC
4/18/19 - 4/19/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
8/1/19 - 8/2/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
11/14/19 - 11/15/19 .....	Washington, DC

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# Federal Position Management

**CLAS7012D**      **2 Days**      **1.2 CEU**      **\$849**

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

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners, management and program analysts, supervisors, managers, and team leaders who are responsible for position management and increasing work unit efficiency

SESSION SCHEDULE	LOCATION
2/21/19 - 2/22/19 .....	Washington, DC
4/18/19 - 4/19/19 .....	Washington, DC
5/23/19 - 5/24/19 .....	Washington, DC
6/19/19 - 6/20/19 .....	Seattle, WA
6/20/19 - 6/21/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
8/21/19 - 8/22/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	Atlanta, GA
10/16/19 - 10/17/19 .....	Washington, DC
11/21/19 - 11/22/19 .....	Washington, DC

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# Fair Labor Standards Act — Online

**CLAS7102A      6 Months      1.2 CEU      \$745**

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

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

**This course is part of the Human Resources Management Certificate Program, Level II.**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Fair Labor Standards Act

**CLAS7101D      2 Days      1.2 CEU      \$789**

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

1/30/19 - 1/31/19 .....	Washington, DC
4/9/19 - 4/10/19 .....	Washington, DC
6/4/19 - 6/5/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
7/30/19 - 7/31/19 .....	Denver, CO
8/1/19 - 8/2/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
10/31/19 - 11/1/19 .....	Washington, DC

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# Position Classification for Supervisors and Administrative Staff

**CLAS812D      2 Days      1.2 CEU      \$749**

Learn the basic principles, structure, and operation of the federal position classification process. Discover how to proficiently interpret and apply classification standards, select appropriate occupational groups and series, prepare well-written descriptions and evaluation statements, and identify work characteristics that impact position classification. Learn about other related topics such as the application of GS Leader and Supervisory Guides, FLSA, position management, and classification appeals.

**This course was previously titled Position Classification for Non-Classifiers.**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/18/19 - 4/19/19.....	Washington, DC
5/21/19 - 5/22/19.....	Washington, DC
7/25/19 - 7/26/19.....	Washington, DC
8/29/19 - 8/30/19.....	Washington, DC
9/26/19 - 9/27/19.....	Washington, DC
11/6/19 - 11/7/19.....	Washington, DC

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# Where Government Contractors Go For Training

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As a leading provider of training and professional development for the federal government, our purpose is to help support organizational missions. If that mission includes the support of government contractors, we are here to help.

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## Human Resources Management Certificate Level I

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

Course Title	Course Code	Credits
Federal Human Resources Management	PERS1731A	1.8 CEU
Basic Staffing and Placement OR Federal Staffing	STAF7100A STAF7102A	4.0 CEU 4.0 CEU
Position Classification: An Introduction OR Federal Classification	CLAS7051A CLAS7052A	4.0 CEU 4.0 CEU
Basic Labor Relations	LABR7051A	4.0 CEU
EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Practical Statistics	STAT7001A	3.2 CEU

# Compensation



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# Compensation Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Pay Setting for FWS Positions Online	1/2	3/4	5
Pay Setting for GS Positions Online	1/2	3/4	5
Pay Setting: Federal Wage System	1/2	3/4	5
Pay Setting: General Schedule	1/2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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## Pay Setting for FWS Positions — Online

**PADM7001A**    **6 Months**    **4 CEU**    **\$899**

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

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

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

### LEARNING OUTCOMES

- Set pay for employees under the Federal Wage System
- Set pay for non-FWS pay system employees who move to FWS positions
- Use recruitment and relocation incentives

### WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.



## Pay Setting for GS Positions — Online

**PADM7002A**    **6 Months**    **4 CEU**    **\$899**

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

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

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

### LEARNING OUTCOMES

- Set pay for employees under the General Schedule (GS)
- Set pay for non-GS pay system employees who move to GS positions
- Set pay using allowances, differentials, incentives, and back pay

### WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.

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# Pay Setting: Federal Wage System

STAF9004D      1 Day      .6 CEU      \$549

Understand the basics of FWS pay-setting policies and requirements. Learn to apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle, including the application of new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential.

## LEARNING OUTCOMES

- Understand basic FWS pay-setting policies and requirements
- Apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle
- Set pay for new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential

## WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

SESSION SCHEDULE	LOCATION
------------------	----------

3/15/19 - 3/15/19 .....	Washington, DC
5/10/19 - 5/10/19 .....	Washington, DC
7/12/19 - 7/12/19 .....	Washington, DC
9/13/19 - 9/13/19 .....	Washington, DC

# Pay Setting: General Schedule

STAF9002D      3 Days      1.8 CEU      \$1,199

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

This course was previously titled Federal Pay Setting.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

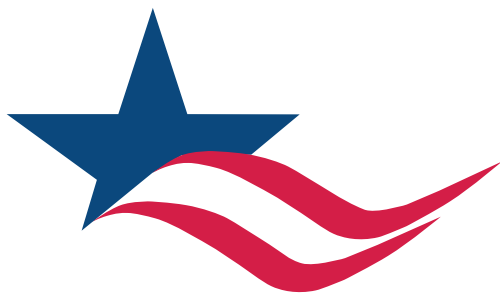
Federal personnel who set pay, or give advice on setting pay

SESSION SCHEDULE	LOCATION
------------------	----------

1/28/19 - 1/30/19 .....	Washington, DC
3/12/19 - 3/14/19 .....	Washington, DC
4/10/19 - 4/12/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Atlanta, GA
5/7/19 - 5/9/19 .....	Washington, DC
6/5/19 - 6/7/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	San Francisco, CA
7/30/19 - 8/1/19 .....	Denver, CO
8/13/19 - 8/15/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Washington, DC
10/15/19 - 10/17/19 .....	Washington, DC

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# Employee Relations and Conduct



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# Employee Relations and Conduct by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Relations (Basic)	1	2	
Adverse Conduct and Performance Based Actions	1/2	3	4/5
Federal Employee Relations (Intermediate)	2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Managing Employee Conduct and Performance		3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

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- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Federal Employee Relations (Basic)

LABR7110D      2 Days      1.2 CEU      \$789

Learn about the fundamental principles and policies that govern the basic rights and responsibilities of agency employees in areas such as probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, etc.

This course was previously titled **Basic Employee Relations**.

## LEARNING OUTCOMES

- Describe the laws and principles that encompass employee relations
- Outline the rights and responsibilities of the parties in employee relations matters
- Identify the differences between performance and conduct
- Discuss employee and supervisory probationary periods
- Outline the investigation process
- Describe the procedures for taking disciplinary actions
- Outline the performance process and taking performance-based actions
- Identify procedures and case law for dealing with leave issues, including dealing with excessive leave use
- Define the need and procedures for requesting medical documentation for accommodation issues and disability determinations

## WHO SHOULD ATTEND?

HR practitioners, managers and supervisors, and other employees who need an overview of employee relations in the federal government

SESSION SCHEDULE	LOCATION
------------------	----------

2/12/19 - 2/13/19 .....	Washington, DC
3/4/19 - 3/5/19 .....	Washington, DC
5/6/19 - 5/7/19 .....	Washington, DC
7/8/19 - 7/9/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
9/16/19 - 9/17/19 .....	San Francisco, CA
9/23/19 - 9/24/19 .....	Washington, DC

# Adverse Conduct and Performance-Based Actions

LABR7100D      4 Days      2.4 CEU      \$1,199

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

This course was previously titled **Adverse and Performance-Based Actions**.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
------------------	----------

3/5/19 - 3/8/19 .....	San Antonio, TX
3/26/19 - 3/29/19 .....	Washington, DC
5/21/19 - 5/24/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	San Diego, CA
7/30/19 - 8/2/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	San Francisco, CA
9/10/19 - 9/13/19 .....	Washington, DC
11/5/19 - 11/8/19 .....	Washington, DC

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# Federal Employee Relations (Intermediate)

**LABR8110D      3 Days      1.8 CEU      \$999**

Focus on the practice of employee relations in the federal work place. Gain in-depth understanding of the more complex aspects of federal employee relations that a practitioner needs to know when advising management and effectively dealing with employee issues and activities. Enhance your skill in using case law to apply the concepts presented.

Participants in this course should have taken Employee Relations (Basic) (LABR7110) or have equivalent experience.

**This course was previously titled Employee Relations for Practitioners.**

## LEARNING OUTCOMES

- Describe the basic workplace rights and expectations.
- Outline the rights and responsibilities of the parties in employee relations matters
- Describe the origins and procedures regarding the right to due process
- Discuss the procedures and processes for taking disciplinary and adverse actions
- Outline the process of determining credibility in disciplinary situations
- Identify procedures and case law for dealing with conduct and leave issues, including dealing with excessive leave use
- Define and outline the use of proper use of medical documentation in leave and accommodation issues
- Outline the law and regulations regarding disability and reasonable accommodation
- Define disability, 'qualified' disabled employee, undue hardship, and reasonable accommodation
- Describe the procedures for filing grievances, appeals, and EEO complaints
- Understand the fundamentals of the arbitration process

## WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, union stewards, and others with a need to understand in-depth federal employee relations. Those who attend this course should already have a basic understanding of federal employee relations and should be working in the labor relations arena.

## SESSION SCHEDULE

## LOCATION

3/6/19 - 3/8/19 .....	Washington, DC
5/8/19 - 5/10/19 .....	Washington, DC
7/10/19 - 7/12/19 .....	Washington, DC
9/18/19 - 9/20/19 .....	San Francisco, CA
9/25/19 - 9/27/19 .....	Washington, DC





# Writing Conduct and Performance Letters

LABR7120D      2 Days      1.2 CEU      \$789

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee’s reply to a disciplinary proposal letter.

## LEARNING OUTCOMES

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last chance agreements

## WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, supervisors, and managers. We recommend that participants first attend the courses, Employee Relations (Basic), or Employee Relations (Intermediate), or have equivalent experience.

## SESSION SCHEDULE

Available By Contract Only

# Managing Employee Conduct and Performance

LABR7011D      2 Days      1.2 CEU      \$749

Develop the skills necessary to deal with common performance and conduct problems. Explore day-to-day problems that federal supervisors face in this practical, no-nonsense course. Become adept at dealing with workplace issues such as absenteeism, insubordination, coming to work under the influence, threats and intimidation, sick leave abuse, contentious conduct, poor performance, and workplace violence.

This course was previously titled **Employee Conduct and Performance**.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners, as well as civilian and military supervisors of federal civilian employees

## SESSION SCHEDULE

## LOCATION

2/21/19 - 2/22/19 .....	Washington, DC
4/4/19 - 4/5/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/24/19 - 7/25/19 .....	San Antonio, TX
8/8/19 - 8/9/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
10/31/19 - 11/1/19 .....	Washington, DC

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# Performance Management



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# Performance Management Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Performance Management	1/2	3/4	5
Adverse Conduct and Performance Based Actions	1/2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Employee Performance Discussions		2	3/4

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
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- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Federal Performance Management

**LABR7013D      3 Days      1.8 CEU      \$999**

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners or managers and supervisors involved in evaluating the performance of individuals or offering advice or work to make the appraisal process functional in their organizations

SESSION SCHEDULE	LOCATION
2/25/19 - 2/27/19 .....	Washington, DC
4/2/19 - 4/4/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Washington, DC
7/10/19 - 7/12/19 .....	Washington, DC
8/6/19 - 8/8/19 .....	Washington, DC
9/3/19 - 9/5/19 .....	Washington, DC
10/29/19 - 10/31/19 .....	Washington, DC

# Adverse Conduct and Performance-Based Actions

**LABR7100D      4 Days      2.4 CEU      \$1,199**

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

**This course was previously titled Adverse and Performance-Based Actions**

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/5/19 - 3/8/19 .....	San Antonio, TX
3/26/19 - 3/29/19 .....	Washington, DC
5/21/19 - 5/24/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	San Diego, CA
7/30/19 - 8/2/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	San Francisco, CA
9/10/19 - 9/13/19 .....	Washington, DC
11/5/19 - 11/8/19 .....	Washington, DC

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## Writing Conduct and Performance Letters

**LABR7120D**    **2 Days**    **1.2 CEU**    **\$789**

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee's reply to a disciplinary proposal letter.

### LEARNING OUTCOMES

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last chance agreements

### WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, supervisors, and managers. We recommend that participants first attend Employee Relations (Basic), Employee Relations (Intermediate), or Federal Employee Relations, or have equivalent experience.

### SESSION SCHEDULE

Available By Contract Only

## Employee Performance Discussions

**LABR7015D**    **2 Days**    **1.2 CEU**    **Contract Only**

Learn how to hold productive performance discussions with your employees. By structuring discussions and appropriately focusing your feedback, become skilled at defining short and long-term expectations, explaining how progress is measured, and identifying current levels of accomplishment. Through real-world exercises, you practice communication and performance management skills designed to help you minimize the stress of providing feedback by anticipating employee reactions and building a common understanding of performance expectations.

### LEARNING OUTCOMES

- Recognize the differences between performance and conduct
- 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

### WHO SHOULD ATTEND?

Supervisors, managers, and team leaders who conduct performance discussions

### SESSION SCHEDULE

Available By Contract Only



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# Federal Labor Relations



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# Federal Labor Relations Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Labor Relations (Basic)	1	2	
Basic Labor Relations Online	1	2	
Federal Labor Relations (Intermediate)	2	3	4/5
Negotiating Federal Labor Agreements		2/3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

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- Demonstrates comprehensive, expert understanding of concepts and processes

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# Federal Labor Relations (Basic)

LABR7020D      2 Days      1.2 CEU      \$749

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

This course was previously titled Basic Labor Relations.

## LEARNING OUTCOMES

- Present an overview of the history of labor relations in the federal sector
- Discuss the basic principles of labor relations incorporated in the Labor-Management Relations Statute
- Define the procedures involved in conducting a union campaign and election
- Describe the meaning, history, and process of collective bargaining
- Outline contract administration, negotiated grievance procedures, and unfair labor practices

## WHO SHOULD ATTEND?

HR practitioners, managers, and supervisors, and other employees who need an overview of federal labor relations

SESSION SCHEDULE	LOCATION
------------------	----------

2/11/19 - 2/12/19.....	Washington, DC
3/11/19 - 3/12/19.....	Washington, DC
4/16/19 - 4/17/19.....	Washington, DC
5/6/19 - 5/7/19.....	Atlanta, GA
5/13/19 - 5/14/19.....	Washington, DC
6/11/19 - 6/12/19.....	Washington, DC
7/15/19 - 7/16/19.....	Washington, DC
7/22/19 - 7/23/19.....	Denver, CO
8/5/19 - 8/6/19.....	Washington, DC
9/9/19 - 9/10/19.....	San Diego, CA
9/16/19 - 9/17/19.....	Washington, DC
11/5/19 - 11/6/19.....	Washington, DC



# Basic Labor Relations — Online

LABR7501A      6 Months      4 CEU      \$895

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

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

This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

You have six months from date of enrollment to complete the course.

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# Federal Labor Relations (Intermediate)

LABR7021D      3 Days      1.8 CEU      \$899

Learn about the practice of labor relations in the workplace. Understand the more complex aspects of federal labor relations needed when advising management and effectively processing labor-management activities. Enhance your skill in using case law to apply the concepts presented.

This course was previously titled Labor Relations for Practitioners.

## LEARNING OUTCOMES

- Depict an overview of the history of labor relations in the federal sector
- Understand the grievance & ULP process
- Understand the basic principles of federal labor relations incorporated in the Labor Management Relations Statute
- Learn the mission and goals of the various bodies involved in overseeing and facilitating the labor relations processes in the Federal sector
- Understand and apply the concepts of mandatory and permissive bargaining
- Understand the concepts of negotiability
- Explain the role of the union steward
- Learn how to deal with union stewards
- Understand the purpose of official time
- Learn methods to control official time

## WHO SHOULD ATTEND?

Labor relations practitioners, union stewards, and others with a need to understand in-depth federal labor relations. Those who attend this course should already have a basic understanding of labor-management relations and should be working in the labor relations arena.

SESSION SCHEDULE	LOCATION
2/13/19 - 2/15/19.....	Washington, DC
3/13/19 - 3/15/19.....	Washington, DC
5/8/19 - 5/10/19.....	Atlanta, GA
5/15/19 - 5/17/19.....	Washington, DC
7/24/19 - 7/26/19.....	Denver, CO
8/7/19 - 8/9/19.....	Washington, DC
9/11/19 - 9/13/19.....	San Diego, CA
9/18/19 - 9/20/19.....	Washington, DC

# Negotiating Federal Labor Agreements

LABR9001D      5 Days      3 CEU      \$1,399

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Federal HR practitioners, supervisors, managers, and attorneys who negotiate labor agreements or advise management negotiators

SESSION SCHEDULE	LOCATION
3/18/19 - 3/22/19.....	Washington, DC
4/15/19 - 4/19/19.....	Dallas, TX
5/13/19 - 5/17/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
9/16/19 - 9/20/19.....	Washington, DC





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# Strategic Human Capital Consulting



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# Strategic Human Capital Consulting Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Strategic Human Capital Management	1	3	4/5
Federal Workforce Analysis and Planning		2/3	4/5
Internal Consulting Skills for Federal HR Professional		3/4	5
Using and Presenting HR Data for Organizational Decisions	1/2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Strategic Human Capital Management

**PMGT7015D      2 Days      1.2 CEU      \$1,499**

Gain a solid foundation in strategic human capital management concepts, principles, and best practices using OPM’s Human Capital Framework. Learn the skills needed to align HR goals, performance, and budget with agency mission and use metrics to identify needs and outcomes and measure progress toward identified outcomes.

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

This course aligns with the DoD financial management competencies.

## LEARNING OUTCOMES

- Describe strategic human capital management and its importance in today’s federal environment
- Identify sources of human capital data and explain how they are used in strategic human capital management
- List the human capital standards and describe how each affects agency strategic decision making
- Discuss how agency culture and mission shapes human capital management decisions
- Examine how organizational analyses are used in human capital business decisions
- Identify recruitment strategies that are aligned with strategic goals
- Describe how linking organizational and individual performance expectations help agencies meet goals and improve productivity and effectiveness
- Describe strategies that help organizations effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous performance improvement
- Discuss how data-driven results-oriented planning and accountability systems ensure agency human capital decisions that ensure better business results

## WHO SHOULD ATTEND?

HR practitioners and leaders, management and program analysts, and others who seek a solid foundation in strategic human capital management concepts, principles, and best practices

SESSION SCHEDULE	LOCATION
1/29/19 - 1/30/19 .....	Washington, DC
3/7/19 - 3/8/19 .....	Washington, DC
4/4/19 - 4/5/19 .....	Washington, DC
5/14/19 - 5/15/19 .....	San Francisco, CA
6/4/19 - 6/5/19 .....	Washington, DC
7/10/19 - 7/11/19 .....	Washington, DC
8/7/19 - 8/8/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	Washington, DC
10/28/19 - 10/29/19 .....	Washington, DC

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# Federal Workforce Analysis and Planning

PMGT7013D      2 Days      1.2 CEU      \$849

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/7/19 - 2/8/19 .....	Washington, DC
4/2/19 - 4/3/19 .....	Washington, DC
5/2/19 - 5/3/19 .....	Washington, DC
5/16/19 - 5/17/19 .....	San Francisco, CA
6/6/19 - 6/7/19 .....	Washington, DC
7/8/19 - 7/9/19 .....	Washington, DC
7/10/19 - 7/11/19 .....	San Antonio, TX
8/5/19 - 8/6/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	San Diego, CA
10/24/19 - 10/25/19 .....	Washington, DC

# Internal Consulting Skills for Federal HR Professionals

CDEV8005D      3 Days      1.8 CEU      \$999

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners who advise federal managers and supervisors. Agencies may schedule on-site delivery of this course. The course can also be customized to address agency-specific HR issues.

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19 .....	Washington, DC
4/17/19 - 4/19/19 .....	Washington, DC
6/11/19 - 6/13/19 .....	Washington, DC
7/30/19 - 8/1/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Washington, DC
12/4/19 - 12/6/19 .....	Washington, DC



# Using and Presenting HR Data for Organizational Decisions

STAF8016D      2 Days      1.2 CEU      \$699

Learn what HR data analysis is and how it will help you help your agency accomplish its mission. Learn what data to collect and how to assess and analyze that data to gain meaningful insights that clarify decision points and make evidence-based decisions that support business and mission strategies. Gain skill in clearly and effectively presenting data to agency decision makers so that they can both understand and use your analysis. Focus on leveraging data to improve your agency's hiring practices, diversity, attrition rate, succession planning, and accountability.

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE      LOCATION

1/29/19 - 1/30/19.....	Washington, DC
2/27/19 - 2/28/19.....	Washington, DC
3/27/19 - 3/28/19.....	Washington, DC
4/24/19 - 4/25/19.....	Washington, DC
5/15/19 - 5/16/19.....	Las Vegas, NV
5/30/19 - 5/31/19.....	Washington, DC
6/27/19 - 6/28/19.....	Washington, DC
7/10/19 - 7/11/19.....	Denver, CO
7/30/19 - 7/31/19.....	Washington, DC
8/14/19 - 8/15/19.....	San Antonio, TX
8/29/19 - 8/30/19.....	Washington, DC
9/18/19 - 9/19/19.....	San Diego, CA
9/25/19 - 9/26/19.....	Washington, DC
9/25/19 - 9/26/19.....	Atlanta, GA
10/16/19 - 10/17/19.....	Philadelphia, PA
10/24/19 - 10/25/19.....	Washington, DC
11/21/19 - 11/22/19.....	Washington, DC

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# Equal Employment Opportunity



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# Equal Employment Opportunity Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
EEO-Its Place in the Federal Government Online	2	3	
EEO in the Federal Sector	1/2	3/4	5
Federal EEO Counseling	1	3	4/5
EEO Counseling Online	1	3	4/5
Special Emphasis Program Management	2	3/4	5
Roles and Responsibilities of EEO/Diversity Committee	2/3	4/5	5

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- Generally requires little or no guidance
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## 5 = Expert

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- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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## EEO - Its Place in the Federal Government — Online

**EEOP7051A      6 Months      1.6 CEU      \$695**

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

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

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

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

## EEO in the Federal Sector

**EEOP7012D      3 Days      1.8 CEU      \$1,099**

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

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

### LEARNING OUTCOMES

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

### WHO SHOULD ATTEND?

All federal employees

### SESSION SCHEDULE

### LOCATION

2/12/19 - 2/14/19 .....	Washington, DC
3/12/19 - 3/14/19 .....	Washington, DC
4/9/19 - 4/11/19 .....	Washington, DC
5/14/19 - 5/16/19 .....	Washington, DC
6/11/19 - 6/13/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	San Diego, CA
9/17/19 - 9/19/19 .....	Washington, DC
11/19/19 - 11/21/19 .....	Washington, DC

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# Federal EEO Counseling

EEOP7101D      4 Days      2.4 CEU      \$1,199

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE      LOCATION

3/5/19 - 3/8/19 .....	Washington, DC
4/23/19 - 4/26/19 .....	San Diego, CA
6/4/19 - 6/7/19 .....	Washington, DC
7/30/19 - 8/2/19 .....	Washington, DC
8/13/19 - 8/16/19 .....	Washington, DC
8/27/19 - 8/30/19 .....	San Francisco, CA
11/5/19 - 11/8/19 .....	Washington, DC



# EEO Counseling — Online

EEOP7002A      6 Months      2.4 CEU      \$899

This course is designed to give Federal employees who are, or will be, EEO counselors a basic understanding of the equal employment opportunity (EEO) counseling process: who is covered by the Federal sector discrimination complaint process, the Federal EEO discrimination complaint process itself, and the role of the EEO counselor in the process.

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

**This course meets EEOC's requirements for 32 hours of training for new counselors.**

## LEARNING OUTCOMES

- Describe the Federal EEO discrimination complaint process
- Describe the role of an EEO counselor
- Name the bases, issues, and theories of discrimination covered by EEO laws, Executive orders, and regulations
- Counsel employees, former employees, and applicants who allege discrimination
- Write a counselor's report

## WHO SHOULD ATTEND?

Federal employees who are, or have been, selected to be EEO counselors

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

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# Special Emphasis Program Management

EEOP8115D      3 Days      1.8 CEU      \$999

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/27/19 - 3/29/19 .....	Washington, DC
5/7/19 - 5/9/19 .....	San Antonio, TX
5/29/19 - 5/31/19 .....	Washington, DC
7/30/19 - 8/1/19 .....	Washington, DC
9/4/19 - 9/6/19 .....	Washington, DC

# Roles and Responsibilities of EEO/Diversity Committee

EEOP8110D      2 Days      1.2 CEU      \$699

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
3/21/19 - 3/22/19 .....	Washington, DC
5/30/19 - 5/31/19 .....	Washington, DC
7/11/19 - 7/12/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
9/25/19 - 9/26/19 .....	Las Vegas, NV

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# Sexual Harassment Prevention for Employees

EEOP7030D    1 Day    0.6 CEU    \$349

Sexual harassment is not only illegal, it detracts from workplace productivity and professionalism. Learn about sexual harassment trends in the federal workplace; the various types of sexual harassment; how to determine sexual harassment; the laws, policies, regulations, and guidance governing sexual harassment; and the process by which victims can address sexual harassment in the federal workplace.

## LEARNING OUTCOMES

- Define sexual harassment
- Identify sexually harassing situations
- Respond appropriately to sexually harassing behavior
- Differentiate between sexual harassment and sexual favoritism

## WHO SHOULD ATTEND?

All federal employees

## SESSION SCHEDULE

5/31/19 - 5/31/19 ..... Washington, DC  
7/12/19 - 7/12/19 ..... Washington, DC

## LOCATION

# Sexual Harassment Prevention for Supervisors

EEOP7031D    1 Day    0.6 CEU    \$349

Learn about the various types of sexual harassment and the kinds of behavior that may be interpreted as sexual harassment in the workplace. Recognize your role in preventing sexual harassment and your responsibilities when sexual harassment complaints are raised.

## LEARNING OUTCOMES

- Define sexual harassment and identify sexually harassing situations
- Identify the nature and extent of sexual harassment
- Differentiate between sexual harassment and sexual favoritism
- Identify agency actions to reduce sexual harassment
- Handle sexual harassment allegations
- Counsel potential complainants regarding their rights, the remedies available to them, and the discrimination complaint procedure

## WHO SHOULD ATTEND?

Federal supervisors, managers, and team leaders

## SESSION SCHEDULE

4/05/19 - 4/05/19 ..... Washington, DC  
6/28/19 - 6/28/19 ..... Washington, DC

## LOCATION



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# EEO for Supervisors and Managers

EEOP8101D

2 Days

1.2 CEU

\$749

Enhance your performance as a federal supervisor by understanding your role, responsibilities, and obligations in recruiting and maintaining a diverse workforce and in addressing and preventing discrimination, retaliation, and all forms of harassment. Learn what you need to know to be able to meet your EEO-related performance standards.

## LEARNING OUTCOMES

- Define management's role and responsibility in the EEO program
- Consider the impact of EEO laws when making decisions
- Take appropriate action when an EEO complaint is filed
- Recognize and implement practices that support EEO objectives
- Use the Special Emphasis Program to achieve EEO objectives
- Define, identify and take appropriate action in sexual harassment cases
- Demystify the affirmative action program
- Discuss proper job interview questions

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

4/18/19 - 4/19/19.....	Washington, DC
6/6/19 - 6/7/19.....	Washington, DC
7/30/19 - 7/31/19.....	Las Vegas, NV
8/15/19 - 8/16/19.....	Washington, DC
9/24/19 - 9/25/19.....	Washington, DC

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# Employee Development



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# Employee Development Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Development	2	3	4/5
Instructional Design Essentials	1	3	4/5
Instructor Training	1	3/4	4/5
Briefing Techniques	1	3/4	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

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- Applies the competency in the simplest situations
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## **2 = Basic**

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- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## **3 = Intermediate**

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## **4 = Advanced**

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## **5 = Expert**

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Federal Employee Development

CDEV7007D      3 Days      1.8 CEU \$      1,99

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

HR practitioners at all levels

SESSION SCHEDULE	LOCATION
------------------	----------

3/5/19 - 3/7/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
5/8/19 - 5/10/19.....	Washington, DC
6/19/19 - 6/21/19.....	Washington, DC
7/17/19 - 7/19/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC
9/17/19 - 9/19/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC

# Instructional Design Essentials

ADMB9006D      3 Days      1.8 CEU      \$849

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
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4/9/19 - 4/11/19.....	Washington, DC
5/7/19 - 5/9/19.....	Washington, DC
6/12/19 - 6/14/19.....	Washington, DC
7/30/19 - 8/1/19.....	Washington, DC

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# Instructor Training

CDEV9001D    4 Days    2.4 CEU    \$1,199

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
5/7/19 - 5/10/19.....	Washington, DC
6/10/19 - 6/13/19.....	Washington, DC
7/23/19 - 7/26/19.....	Washington, DC

# Briefing Techniques

COMM7002D    3 Days    1.8 CEU    \$999

Develop your ability to give concise briefings that convey your main message quickly and clearly. Learn and practice essential strategies for delivering short structured briefings in this hands-on course. Your briefings are recorded for playback, and your instructor will provide useful coaching and tips.  
Class size is limited to 15 participants to ensure individualized attention.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who wants to deliver clear and succinct briefings

SESSION SCHEDULE	LOCATION
2/20/19 - 2/22/19.....	Washington, DC
4/3/19 - 4/5/19.....	Washington, DC
5/6/19 - 5/8/19.....	Washington, DC
6/5/19 - 6/7/19.....	Washington, DC
7/8/19 - 7/10/19.....	Washington, DC
8/5/19 - 8/7/19.....	Washington, DC
8/28/19 - 8/30/19.....	Washington, DC
9/18/19 - 9/20/19.....	Washington, DC
12/4/19 - 12/6/19.....	Washington, DC



# Personnel Suitability and Security



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# Personnel Suitability and Security Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Advanced Suitability Adjudication	3	3/4	4
Understanding the Personnel Security Program	1	2/3	3
Suitability Adjudication	2	3	3
Personnel Security Adjudication	2	3	3
Advanced Personnel Security Adjudication	3	3/4	4
Personnel Security and Suitability Adjudication	2	3	3
Fundamentals of Conducting a Personnel Security Interview	2	3	3

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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# Advanced Suitability Adjudication

STAF9101D      2 Days      1.2 CEU      \$799

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

## COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

### To be admitted into this class, you must present:

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE      LOCATION

1/17/19 - 1/18/19..... Washington, DC  
3/28/19 - 3/29/19..... Washington, DC  
5/16/19 - 5/17/19..... Washington, DC  
7/18/19 - 7/19/19..... Washington, DC  
9/19/19 - 9/20/19..... Washington, DC

# Understanding the Personnel Security Program

STAF8226D      2 Days      1.2 CEU      \$729

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Government and industry personnel who are in the position of Facility Security Officers, Personnel Security Specialists, ISSM or ISSOs, Physical Security Specialists, COMSEC Custodians, and security generalists

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

SESSION SCHEDULE	LOCATION
2/11/19 - 2/12/19.....	Washington, DC
4/8/19 - 4/9/19.....	Washington, DC
6/17/19 - 6/18/19.....	Washington, DC
7/23/19 - 7/24/19.....	Washington, DC
9/9/19 - 9/10/19.....	Washington, DC

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# Suitability Adjudication

STAF8101D      3 Days      1.8 CEU      \$1,199

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

## COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

To be admitted into this class, you must present:

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

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

## LEARNING OUTCOMES

- Designate the risk levels of positions within your agency
- Review character and conduct against suitability standards from 5 CFR 731
- Know what cases to refer to for suitability review and adjudication
- Use guidelines to adjudicate basic suitability determinations
- Know when to refer a case to the Office of Personnel Management (OPM) for debarment consideration or take your own suitability action
- Recognize merit fraud
- Understand OPM adjudications, how to refer cases to OPM for reopen, understand case transmittal forms and investigative file maintenance
- Know how to take action in suitability cases

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/16/19.....	Washington, DC
2/20/19 - 2/22/19.....	Washington, DC
3/25/19 - 3/27/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/13/19 - 5/15/19.....	Washington, DC
6/11/19 - 6/13/19.....	Atlanta, GA
6/12/19 - 6/14/19.....	Washington, DC
7/15/19 - 7/17/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC
8/27/19 - 8/29/19.....	San Francisco, CA
9/16/19 - 9/18/19.....	Washington, DC
9/17/19 - 9/19/19.....	Las Vegas, NV
11/19/19 - 11/21/19.....	Washington, DC
12/18/19 - 12/20/19.....	Washington, DC

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# Personnel Security Adjudication

STAF8215D      3 Days      1.8 CEU      \$799

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Federal government and contractor personnel performing adjudicative functions

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

SESSION SCHEDULE	LOCATION
2/11/19 - 2/13/19.....	Washington, DC
4/10/19 - 4/12/19.....	Washington, DC
5/22/19 - 5/24/19.....	Washington, DC
6/19/19 - 6/21/19.....	Washington, DC
7/24/19 - 7/26/19.....	Washington, DC
9/11/19 - 9/13/19.....	Washington, DC
11/6/19 - 11/8/19.....	Washington, DC

# Advanced Personnel Security Adjudication

STAF9201D      2 Days      1.8 CEU      \$799

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/14/19 - 2/15/19.....	Washington, DC
4/15/19 - 4/16/19.....	Washington, DC
6/5/19 - 6/6/19.....	Washington, DC
8/7/19 - 8/8/19.....	Washington, DC

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# Personnel Security and Suitability Adjudication

STAF8220D      4 Days      2.4 CEU      \$899

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Federal government and contractor personnel serving as adjudicators or performing adjudicative-type functions at all grade levels

Attendees must be U.S. citizens.

SESSION SCHEDULE	LOCATION
2/25/19 - 2/28/19 .....	Washington, DC
5/7/19 - 5/10/19 .....	Washington, DC
5/14/19 - 5/17/19 .....	San Diego, CA
7/9/19 - 7/12/19 .....	Washington, DC
9/24/19 - 9/27/19 .....	Washington, DC

# Fundamentals of Conducting a Personnel Security Interview

STAF8203D      2 Days      1.2 CEU      \$649

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

## WHO SHOULD ATTEND?

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

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

SESSION SCHEDULE	LOCATION
6/19/19 - 6/20/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	Washington, DC



# Employee Retirement



[graduateschool.edu/hr](https://graduateschool.edu/hr)

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# Mid-Career Retirement Planning (FERS Only Participants)

**BENE8120D      2 Days      1.2 CEU      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Employees who anticipate retiring within the next ten years should take Pre-Retirement Planning (FERS Participants Only) (BENE7110D), or Pre-Retirement Planning for Law Enforcement and Firefighters (BENE721D).

Spouses are welcome to attend at no charge.

SESSION SCHEDULE	LOCATION
3/7/19 - 3/8/19 .....	Washington, DC
5/9/19 - 5/10/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
8/12/19 - 8/13/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC
10/10/19 - 10/11/19 .....	Washington, DC

# Pre-Retirement Planning

**BENE7102D      2 Days      1.2 CPE      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Spouses are welcome to attend at no charge.

SESSION SCHEDULE	LOCATION
6/6/19 - 6/7/19 .....	Washington, DC
8/1/19 - 8/2/19 .....	Washington, DC



# Pre-Retirement Planning (CSRS Participants Only)

**BENE7120D      2 Days      1.2 CEU      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Spouses are welcome to attend at no charge.

SESSION SCHEDULE	LOCATION
3/11/19 - 3/12/19.....	San Francisco, CA
3/25/19 - 3/26/19.....	Washington, DC
5/22/19 - 5/23/19.....	Washington, DC
7/22/19 - 7/23/19.....	Washington, DC
8/12/19 - 8/13/19.....	Atlanta, GA
9/19/19 - 9/20/19.....	Washington, DC



# Pre-Retirement Planning for Law Enforcement and Firefighters

**BENE7201D      2 Days      1.2 CEU      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Spouses are welcome to attend at no charge.

SESSION SCHEDULE	LOCATION
3/26/19 - 3/27/19.....	Washington, DC
3/27/19 - 3/28/19.....	Las Vegas, NV
5/21/19 - 5/22/19.....	Washington, DC
5/22/19 - 5/23/19.....	San Diego, CA
7/18/19 - 7/19/19.....	Washington, DC
8/7/19 - 8/8/19.....	Chicago, IL
9/17/19 - 9/18/19.....	Washington, DC
9/18/19 - 9/19/19.....	San Francisco, CA
9/25/19 - 9/26/19.....	Atlanta, GA





# Pre-Retirement Planning (FERS Participants Only)

**BENE7110D      2 Days      1.2 CPE      \$549**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

Spouses are welcome to attend at no charge.

SESSION SCHEDULE	LOCATION
1/24/19 - 1/25/19.....	Washington, DC
2/20/19 - 2/21/19.....	Atlanta, GA
2/21/19 - 2/22/19.....	Washington, DC
3/13/19 - 3/14/19.....	San Francisco, CA
3/21/19 - 3/22/19.....	Washington, DC
4/10/19 - 4/11/19.....	Dallas, TX
4/25/19 - 4/26/19.....	Washington, DC
5/22/19 - 5/23/19.....	Washington, DC
6/5/19 - 6/6/19.....	Chicago, IL
6/27/19 - 6/28/19.....	Washington, DC
7/10/19 - 7/11/19.....	Seattle, WA
7/24/19 - 7/25/19.....	San Diego, CA
7/25/19 - 7/26/19.....	Washington, DC
8/14/19 - 8/15/19.....	Atlanta, GA
8/28/19 - 8/29/19.....	San Francisco, CA
8/29/19 - 8/30/19.....	Washington, DC
9/26/19 - 9/27/19.....	Washington, DC
10/24/19 - 10/25/19.....	Washington, DC
11/21/19 - 11/22/19.....	Washington, DC
12/19/19 - 12/20/19.....	Washington, DC

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# Leadership and Management Programs

The demand for resilient, emotionally intelligent, and competent change agents is at an all-time high. As executives, supervisors, and training coordinators, we know the challenges facing government today: doing more with less, maintaining public trust, and navigating changing priorities. We also understand the importance of having the right people in the right jobs and the value of training in preparing them to perform.

Graduate School USA provides this training. Our programs and courses meet you where you are and help you advance. Whether you need certifications for supervisors, leadership development, negotiation skills, or the tools to enhance your professional development, we have the curriculum, staff, and depth of experience to deliver.

When you attend our classes and programs you come away with:

- Competencies to tackle current challenges in government management and leadership.
- A network of peers from across the government.
- A new perspective on where you are in your career and strategies for moving forward.

Interested in training? Review our list of current open enrollment courses as well as our long-term leadership programs on the following pages. Many of these courses are also offered on a contract basis, where we bring our qualified staff and curriculum to you!

# Center For Leadership and Management

The Center for Leadership and Management (CLM) believes that leaders exist, and can affect change, at *all* levels of an organization. Our leadership and development programs support and advance this belief and have earned high praise from thousands who have attended since 1995.

CLM's programs focus on the tools, training, and support that public servants and managers need to thrive in today's challenging environment. We use an integrated approach that includes assessment, experiential leadership, and individual career development, with a focus on core competencies essential to effective leadership. Participants come away better prepared to meet the current demands of today's workforce and to lead others into the future.

## The Programs

Each of the Center's four core training programs is tailored to public servants from the GS 4 to GS 15 levels or equivalent, and range in length from two months to one year. Programs have on-site components as well as requirements to complete outside classroom hours. Acceptance to programs is through an application process, whether direct (by an individual) or indirect (through an organizational training program).

- Aspiring Leader Program (GS 4-6) – Two Months
- New Leader Program (GS 7-11) – Six Months
- Executive Leadership Program (GS 11-13) Nine Months
- Executive Potential Program (GS 13-15) 12 Months



## The Benefits

Graduates of the Center's programs come away with the following:

- Increased capacity to serve at all levels of the government
- Expanded knowledge and skillsets for addressing challenges facing government today
- A robust network of peers from across the government
- Experience working in other organizations, communities of practice, and teams, and on projects that address current issues
- Time to reflect on their careers and to find mentors who can provide guidance and support

**To learn more about programs, schedules, and costs, review the following pages, visit [graduateschool.edu/clm](https://graduateschool.edu/clm), or call 202.314.3580.**

# Center for Leadership and Management Aspiring Leader Program

2019  
Dates



**Participants: GS 4-6**

**Entry level and administrative professionals**

The Aspiring Leader Program (ALP) provides individuals with a foundational understanding of leadership skills and competencies essential for individual and organizational success. This two-month program for entry-level and administrative employees is designed to prepare you for greater responsibility.

ALP challenges participants to increase the capacity of their current skills and abilities. Participants engage in a variety of learning activities and planning efforts, which result in key learnings and practical applications.

For more information about the Aspiring Leader Program, please contact [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or call the Center for Leadership and Management at (202) 314-3580.

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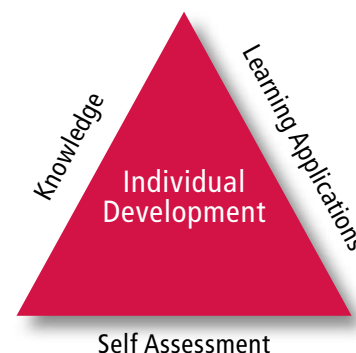




## Program Objectives

Target Audience: GS 4–6; Duration: 2 Months

- Assess and identify current skills and competencies to improve performance.
- Develop a plan outlining individual career development goals.
- Identify barriers and strategies for overcoming challenges.
- Create a personal framework for practicing leadership.
- Build foundational leadership skills.



## Program Components

### Assessments

- Practical applications
- Interactive learning exercises
- Public service motivation applications
- Role-playing
- Exposure to computer-based learning tools

### Benefits

- Garner organizational return on investment (ROI)
- Build fundamental leadership skills
- Improve written and oral communication
- Develop a plan for continual growth
- Learn from exposure to other organizations
- Gain a commitment to personal development

### Core Competency-Based Training

- Fundamental leadership competencies
- Oral and written communication
- Facilitation of effective relationships
- Personal branding

## To Apply to the Program:

To submit an application, go to [register.graduateschool.edu/modules](https://register.graduateschool.edu/modules). Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

## Program Schedule and Tuition\* (Tuition does not include travel, meals, or lodging.)

Select the session that best suits your schedule. The **Aspiring Leader Program** tuition is **\$2,175**.

You must complete all training weeks and activities related to program components to fulfill program requirements.

Program	Session	Dates	Year	Application Deadline	Location
ALP 2019-1	Week I	March 18-20	2019	Until Filled	Washington, DC
	Week II	April 30 – May 4	2019		Washington, DC
ALP 2019-2	Week I	July 22-26	2019	Until Filled	Washington, DC
	Week II	August 26-30	2019		Washington, DC
ALP 2019-3	Week I	October 28 – November 1	2019	Until Filled	Washington, DC
	Week II	December 2-6	2019		Washington, DC

\*Dates and locations are subject to change.

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# Center for Leadership and Management

## New Leader Program

2019  
Dates



**Participants: GS 7-11**

**Emerging professionals with some management experience**

The New Leader Program is a six-month program designed to develop future public service leaders. Its emphasis is on Leading Self. Assessments, experiential learning, and individual development opportunities are integrated into a competency-based learning approach to enhance the effectiveness of leadership at this level.

Participants benefit from a solid foundation of leadership skills and team building, enhanced by developmental experiences.

For more information about the New Leader Program, please contact [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or call the Center for Leadership and Management at (202) 314-3580.

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## Program Objectives

Target Audience: GS 7–11; Duration: 6 Months

- Identify and assess individual developmental strengths and needs.
- Develop a Personal Development Action Plan.
- Enhance communication skills.
- Enhance organizational awareness, work performance, and career development.
- Demonstrate greater proficiency in leadership competencies.
- Experience opportunities to network with senior-level management and peers.

## Program Components

### Experiential Learning

- Personal Development Action Plan
- Leadership Readings
- Senior-Level Management Interviews
- Shadowing Assignment
- 30-Day Developmental Assignment
- Team Learning Project/Presentation

### Assessments

- Leadership Effectiveness Inventory (LEI)
- Personality Type
- Conflict Management

### Core Competency-Based Training

- Understanding, Managing, and Leading Self
- Team Learning
- Leading Diverse Teams
- Transitioning into a New Leader

### Benefits

- Provides an organizational return on investment (ROI)
- Develops emerging leaders for management and leadership positions
- Enhances agency succession planning

## To Apply to the Program:

To submit an application, go to [register.graduateschool.edu/modules](https://register.graduateschool.edu/modules). Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process. These sessions are open to all federal, state, and county employees at the GS7-11 level or equivalent.

## Program Schedule and Tuition\* (Tuition does not include travel, meals, or lodging.)

Select the program that best suits your schedule. The **New Leader Program** tuition is \$3,379.

You must complete all training weeks and activities related to program components to fulfill program requirements.

Program	Session	Dates	Year	Application Deadline	Locations
NLP 2019-1	Week I	March 25-29	2019	February 22, 2019	Washington, DC
	Week II	June 24-28	2019	Or when filled	Washington, DC
	Week III	September 23-27	2019		Washington, DC
NLP 2019-2	Week I	August 12-16	2019	July 12, 2019	Washington, DC
	Week II	November 18-22	2019	Or when filled	Washington, DC
	Week III	February 10-14	2019		Washington, DC

\*Dates and locations are subject to change.

# Center for Leadership and Management

## Executive Leadership Program

2019  
Dates



**Participants: GS 11-13**

**Experienced professionals who have little or no supervisory experience**

The Executive Leadership Program is a nine-month leadership development program designed for mid-level employees seeking to enhance their competency in facilitating their organization's mission and critical goals. The ECQ of Leading People is the foundation of this program. Through a myriad of competency-based developmental activities, participants expand their knowledge and experience while increasing their visibility.

For more information about the Executive Leadership Program, please contact [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or call the Center for Leadership and Management at (202) 314-3580.

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## Program Objectives

Target Audience: GS 11–13; Duration: 9 months

- Assess developmental strengths and needs in relation to the Executive Core Qualifications.
- Create a personalized leadership development plan.
- Engage in real-time practical learning applications.
- Prepare for leadership and management positions at an earlier career stage.

## Program Components

### Experiential Learning

- Leadership Development Plan
- 60-Day Developmental Assignment
- Executive Interviews
- Shadow Assignment
- Leadership Readings
- Community Service Project
- Learning Team Project

### Core Competency-Based Training

- Leading teams
- Individual skill building for leadership success
- Leading in a changing environment
- Celebrating success and recognizing growth as a leader

### Benefits

- Organizational return on investment (ROI)
- Increased external awareness/visibility
- Enhanced management effectiveness

### Assessments

- Leadership Effectiveness Inventory (LEI)
- Conflict Management/Styles
- Personality Type

## To Apply to the Program:

To submit an application, go to [register.graduateschool.edu/modules](https://register.graduateschool.edu/modules). Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

## Program Schedule and Tuition\* (Tuition does not include travel, meals, or lodging.)

These sessions are open to all federal, state, and county employees, as well as employees in the private sector. Select the program that best suits your schedule. **Executive Leadership Program** tuition is \$4,829.

You must complete all training weeks and activities related to program components to fulfill program requirements.

Program	Session	Dates	Year	Application Deadline	Locations
ELP 2020-1	Week 1:	May 6-10	2019	April 12, 2019 Or when filled	Washington, DC
	Week 2:	August 5-9	2019		Washington, DC
	Week 3:	November 4-8	2019		Washington, DC
	Week 4:	February 3-7	2020		Washington, DC
ELP 2020-2	Week 1:	September 15-20	2019	August 14, 2019 Or when filled	Norfolk, VA
	Week 2:	December 1-6	2019		Tampa, FL*
	Week 3:	March 1-6	2020		Hampton, VA*
	Week 4:	May 31 – June 5	2020		Towson, MD

\*Dates and locations are subject to change.



# Center for Leadership and Management Executive Potential Program

2019  
Dates



**Participants: GS 13-15**

**Senior-level managers**

The Executive Potential Program is a 12-month competency-based leadership development program that provides training and developmental experiences for high-potential GS 13–15s and prepares them to lead effectively at senior levels in the federal government. The curriculum is focused on the ECQ of Leading Change and transforming senior managers into change leaders.

For more information about the Executive Potential Program, please contact [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or call the Center for Leadership and Management at (202) 314-3580.

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## Program Objectives:

Target Audience: GS 13–15; Duration: 12 months

- Prepare participants for senior leadership positions within the federal government.
- Assess and develop participants' aptitude and capabilities in relation to the Executive Core Qualifications through experiential training methods.
- Enable participants to work in tandem with federal agencies to identify and solve real organizational problems.
- Expose participants to leadership and management best practices of both governmental and non-governmental organizations.

## Program Components

### Experiential Learning

- Action Learning Team Project
- Two 60-Day Developmental Assignments
- Senior Executive Service (SES) Interviews
- Shadow Assignments
- Leadership Readings
- Retention of a Mentor

### Core Competency-Based Training

- The Leadership Mind-Set
- Leading Change
- Creative and Innovative Practices in Leadership
- Vision as a Leadership Catalyst

### Assessments

- Leadership Effectiveness Inventory
- Leading Change

### Benefits

- Identify and capitalize on individual strengths
- Develop more effective leaders to better lead the organization
- Provide high return on investment for the organization

## To Apply to the Program:

To submit an application, go to [register.graduateschool.edu/modules](https://register.graduateschool.edu/modules). Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

## Program Schedule and Tuition (Tuition does not include travel, meals, or lodging.)

The EPP Program is open to full-time public service, uniformed military, or contract employees at the GS 13–15 or equivalent levels who have demonstrated significant leadership potential. Tuition is \$6,879.

You must complete all training weeks and activities related to Program components to fulfill Program requirements.

Program	Session	Dates	Year	Application Deadline	Locations
EPP 2020-1	Week 1:	April 29 – May 3	2019	March 15, 2019 Or when filled	Washington, DC
	Week 2:	August 19-23	2019		Washington, DC
	Week 3:	December 9-13	2019		Washington, DC
	Week 4:	April 27 – May 1	2020		Washington, DC
EPP 2020-2	Week 1:	October 7-1	2019	August 30, 2019 Or when filled	Washington, DC
	Week 2:	January 13-17	2019		Washington, DC
	Week 3:	May 11-15	2020		Washington, DC
	Week 4:	October 5-9	2020		Washington, DC

\*Dates and locations are subject to change.

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# Center for Leadership and Management Senior Leadership Seminars

2019  
Dates



Are you a senior-level executive looking for training and developmental experiences that prepare you to lead at the highest levels? Our Senior Leadership Program brings together an array of courses that touch on the five key leadership competencies of Building Coalitions, Business Acumen, Leading People, Leading Change and Results Driven. You can take each course separately or take all four over time to earn a special "Senior Leader" certificate. Courses included in the program include Leading People; Managing for Results; Executive Survival Skills; and the Washington Executive Seminar, a two-week, 80-hour course focused on Leadership in a Political World.

For more information about the Senior Leadership Seminar, please contact [clm@graduateschool.edu](mailto:clm@graduateschool.edu) or call the Center for Leadership and Management at (202) 314-3580.

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Program Objectives

Target Audience: Restricted to GS 14-15; Location: Washington, DC, or at your location for groups of 15 or more

- Provides ECQ training for agency CDP programs
- Develops competencies essential for senior leadership positions

Washington Executive Seminar

EXEC9904L      10 days      6 CEU      \$3,799

Focus on the Executive Core Qualification (ECQ): Building Coalitions, placing an emphasis on the competencies External Awareness, Political Savvy, Influencing/Negotiating, and Oral Communication.

In this two-week, non-residential program, participants engage in individual and group activities, exercises, simulations, and presentations. The Executive Seminar focuses on the political aspects of serving as a senior executive in the federal government. Faculty includes former House staffers, political appointees, and senior executives from GAO, OMB, and other federal agencies.

This course applies towards completion of the DoD Financial Management Certification Program.

June 10-21, 2019 ..... Washington, DC  
October 21 – November 1, 2019 ..... Washington, DC

Executive Survival Skills

EXEC9911L      3 days      1.8 CEU      \$1,699

Address the theoretical and practical leadership aspects essential for survival in today’s changing environment. Examine how the leader’s attitude, values, and beliefs influence organizational performance. Analyze your critical-thinking/decision-making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks, and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership.

This course applies towards completion of the DoD Financial Management Certification Program.

January 23-25, 2019 ..... Washington, DC  
April 1-3 2019 ..... Washington, DC  
June 3-5, 2019 ..... Washington, DC  
September 23-25, 2019 ..... Washington, DC

Managing for Results

EXEC9913L      3 days      1.8 CEU      \$1,699

Today’s federal leaders are expected to plan for and measure performance to demonstrate that the agencies and programs they manage are viable and achieving results. Learn strategies to achieve measurable performance gains in your organization. Explore organizational issues affecting performance measurement, the balanced scorecard, accountability, entrepreneurial approaches to improvement, and how to manage stakeholder expectations.

This course applies towards completion of the DoD Financial Management Certification Program.

March 11-13, 2019 ..... Washington, DC  
May 20-22, 2019 ..... Washington, DC  
September 16-18, 2019 ..... Washington, DC

Leading People

EXEC9912L      3 days      1.8 CEU      \$1,699

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ): Leading People, and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Learn team leadership and how to create a 'Culture of Greatness' through coaching and empowerment.

This course applies towards completion of the DoD Financial Management Certification Program.

February 11-13, 2019 ..... Washington, DC  
April 10-12, 2019 ..... Washington, DC  
June 12-14, 2019 ..... Washington, DC  
September 9-11, 2019 ..... Washington, DC



# LEADERSHIP AND MANAGEMENT

## Your Success is Our Mission.

Now more than ever, when budgets are tight and change is a constant, good leadership is vital to the health of your organization — at every level of responsibility.

At Graduate School USA, we know that your organization's great performance can only be preceded by great preparation. Our leadership and management curriculum is designed to prepare you to fulfill your potential while strengthening both your individual and organizational performance.



### Producing High-Performing Leaders

Qualified and competent leaders and managers are needed at all levels of government, especially today. Graduate School USA is invested in remaining an effective partner in assuring the health of the government in its role of public service. Our courses are curated to meet the needs of leaders and managers today, so they can produce results tomorrow.

### Practical Training Tied to Core Competencies

Many of our courses are suitable for individuals at various levels. By providing practices, knowledge, principles, and skills that integrate a range of approaches, these courses help individuals and organizations to achieve a higher level of performance.

Among the curriculum offerings are leadership seminars, competency-based learning applications, and a wide variety of training that assists a spectrum of learners, from those who wish to enhance their career development to those managers who wish to prepare for the Senior Executive Service.

**This section of the catalog provides a listing of our current one-to-five day open enrollment courses. We also offer contract-only classes that can be delivered on-site, and online courses.**



# Certificates in Leadership, Supervision, and Management

Given the challenges facing government today—increased accountability, changing laws and regulations, tighter budgets—the demand for skilled leaders is greater than ever. Graduate School USA's Certificates of Accomplishment in Leadership, Supervision, and Management provide the education and foundation to develop individuals who are critical to the successful operation of the public sector.

**For more information or to register, visit [graduateschool.edu/certificates](https://graduateschool.edu/certificates) or call (888) 744-GRAD.**



## Team Leader Certificate Program

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

### Required Courses

Course Title	Course Code	CPE
Leadership Skills for Non-Supervisors OR	ADMB7006D	1.2 CEU
Leadership Skills for Non-Supervisors Online Course	ADMB7506A	1.8 CEU
From Peer to Leader: Successfully Navigating the Transition	MGMT7125D	0.6 CEU
Jump-Starting High-Performing Teams	TDEV7021D	1.2CEU
Leading Teams and Groups OR	TDEV8500A	1.8 CEU
Leading Teams and Groups Online Course	TDEV8500A	1.8CEU
Coaching Skills for Today's Leaders	MGMT9002D	0.6 CEU

### Elective Courses (Select 2)

Course Title	Course Code	CPE
Power of Influence Over Authority	MGMT7120D	0.6 CEU
Project Management for the Office Professional	ADMB7011D	1.8 CEU
Facilitator Workshop	TDEV8120D	2.4 CEU
Fundamentals of Writing	WRIT7010D	1.8 CEU



## Supervision Certificate Program

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

### Required Courses

Course Title	Course Code	CPE
Introduction to Supervision	SUPV7001D	3.0 CEU
Federal Human Resources Management for Supervision and Managers	PMGT7102D	3.0 CEU
Constructive Conflict Resolution	COMM7004D	1.8 CEU
Coaching Skills for Today's Leaders	MGMT9002D	0.6 CEU
Decision Making and Problem Solving	MGMT8102D	1.2 CEU

### Elective Courses (Select 2)

Course Title	Course Code	CPE
Writing for Results	WRIT7110D	1.2 CEU
Telework: A Manager's Perspective	MGMT9021D	0.3 CEU
Leadership Communication	MGMT8112D	1.2 CEU

## Manager Certificate Program

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

### Required Courses

Course Title	Course Code	CPE
Introduction to Management*	MGMT7099D	3.0 CEU
Emotionally Intelligent Leaders	LEAD8007L	1.2 CEU
Introduction to Financial Management	FINC70000D	24 CEU
Strategic Human Capital Management	PMGT7015D	1.2 CEU

### Elective Courses (Select 2)

Course Title	Course Code	CPE
Executive View of Project Management	PROJ9003D	0.6 CEU
EEO for Supervisions and Managers	EEOP8101D	1.2 CEU

\* This course is for those who have been managing for three years or less or: If you have been a manager for more than three years and have previously attended Graduate School USA's Introduction to Management course, please submit an essay to the Certificate Course Manager documenting your management experience and expertise.

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# Essential Survival Skills for Supervisors and Managers



[graduateschool.edu/lm](https://graduateschool.edu/lm)

## Critical Thinking

ADMB8146D

2 Days

1.2 CEU

\$649

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

### WHO SHOULD ATTEND?

All individuals who want to improve their ability to solve complex problems and increase their professional and personal effectiveness

### SESSION SCHEDULE

5/1/19 - 5/2/19 ..... Washington, DC

6/13/19 - 6/14/19 ..... Washington, DC

7/23/19 - 7/24/19 ..... Washington, DC

8/21/19 - 8/22/19 ..... Washington, DC

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# Emotionally Intelligent Leaders

LEAD8007L      2 Days      1.2 CEU      \$899

Effective leaders come in all shapes and sizes, but a common characteristic is a high degree of what psychologists call “emotional intelligence.” Research indicates that not only is emotional intelligence more important than technical skills or traditional cognitive skills in shaping leadership effectiveness, but an organization’s success is directly related to the emotional intelligence level of its leaders. As the working environment continues to change, emotional intelligence skills become increasingly important in determining who succeeds and who fails. Learn how to assess, develop, and apply the emotionally intelligent competencies required for a leadership position.

**This course applies towards completion of the DoD Financial Management Certification Program.**

**This course is part of the Manager Certificate Program.**

### WHO SHOULD ATTEND?

Team leaders, supervisors, managers, and professionals in influential positions

SESSION SCHEDULE	LOCATION
1/29/19 - 1/30/19 .....	Washington, DC
3/20/19 - 3/21/19 .....	Washington, DC
4/8/19 - 4/9/19 .....	Washington, DC
5/23/19 - 5/24/19 .....	Washington, DC
7/9/19 - 7/10/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC
11/12/19 - 11/13/19 .....	Washington, DC

# Facilitator Workshop

TDEV8120D      4 Days      2.4 CPE      \$1,149

Keep meetings, group discussions and other activities organized and on schedule. Develop your own style of facilitation by learning group dynamics, strategic management of decision making and problem solving. Discover time-tested techniques for managing conflict, methods of intervention, and effective listening and feedback.

**This course is part of the Team Leader Certificate Program.**

### WHO SHOULD ATTEND?

Team leaders, supervisors, managers, and professionals in influential positions

SESSION SCHEDULE	LOCATION
2/19/19 - 2/22/19 .....	Washington, DC
4/16/19 - 4/19/19 .....	Washington, DC
6/25/19 - 6/28/19 .....	Washington, DC
7/22/19 - 7/25/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	Washington, DC



# From Peer to Leader: Successfully Navigating the Transition

**MGMT7125D    1 Days    0.6 CEU    \$449**

Address the changing relationship dynamics inherent in supervising former peers and learn specific techniques and strategies for success. Learn to develop new, appropriate relationships with former peers, establish new guidelines and rules of engagement, and leverage previous relationships. Build and cultivate a new network of workplace peers to ensure success.

**This course is part of the Team Leader Certificate Program.**

## WHO SHOULD ATTEND?

New team leaders and team members seeking leadership opportunities

SESSION SCHEDULE	LOCATION
4/10/19 - 4/10/19.....	Washington, DC
5/22/19 - 5/22/19.....	Washington, DC
6/12/19 - 6/12/19.....	Washington, DC
7/24/19 - 7/24/19.....	Washington, DC

# Introduction To Management

**MGMT7099D    5 Days    3 CPE    \$1,399**

Cross the threshold into a key government position with the knowledge acquired in this comprehensive training for new and prospective managers. Learn about the four seemingly daunting challenges managers face and explore, through a variety of experiential and developmental tools, how to handle them. Learn exciting concepts such as the Pygmalion effect; the CTEC (characterize, target, evaluate, and celebrate) coaching process; the discipline of reflection; the Trump vs. Gandhi power model; and the art of persuasion. OPM's leadership competencies are at the heart of this course, and a detailed self-assessment is provided to guide you on the path of further development.

**This course applies towards completion of the DoD Financial Management Certification Program.**

**This course is part of the Manager Certificate Program.**

## WHO SHOULD ATTEND?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

SESSION SCHEDULE	LOCATION
3/11/19 - 3/15/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
6/3/19 - 6/7/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
8/19/19 - 8/23/19.....	Washington, DC



# Introduction to Supervision

SUPV7001D      5 Days      13 CEU      \$1,499

Learn solid supervisory techniques in our flagship course. Discover strategies to supervise employees while exploring the latest trends in the federal workforce. Learn the basics of coaching, delegation, communication, and motivation, and discover the necessary ingredients to understand your new role.

This course applies towards completion of the DoD Financial Management Certification Program.

This course is part of the Supervision Certificate Program.

## WHO SHOULD ATTEND?

New supervisors, managers, or team leaders, and also participants in supervisory development programs. Experienced supervisors can also update their leadership competencies. New managers should take Introduction to Management (MGMT7099D).

SESSION SCHEDULE	LOCATION
1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/18/19 - 3/22/19 .....	Washington, DC
4/15/19 - 4/19/19 .....	Washington, DC
5/6/19 - 5/10/19 .....	Washington, DC
6/3/19 - 6/7/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
7/8/19 - 7/12/19 .....	Washington, DC
7/29/19 - 8/2/19 .....	Washington, DC
8/5/19 - 8/9/19 .....	San Francisco, CA
8/19/19 - 8/23/19 .....	Denver, CO
8/26/19 - 8/30/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Washington, DC

# Jump-Starting High-Performing Teams: The Fundamentals

TDEV7021      2 Days      1.2 CEU      \$799

Learn the essential skills for establishing healthy group dynamics and developing a strong team. Whether you are a team leader or team member, gain the skills necessary for effective team performance in this highly interactive. Bring this course on-site to train your entire team cost effectively.

This course is part of the Team Leader Certificate Program.

## WHO SHOULD ATTEND?

New team leaders and team members seeking leadership opportunities

SESSION SCHEDULE	LOCATION
4/3/19 - 4/4/19 .....	Washington, DC
5/21/19 - 5/22/19 .....	Washington, DC
6/17/19 - 6/18/19 .....	Washington, DC
7/24/19 - 7/25/19 .....	Washington, DC
8/19/19 - 8/20/19 .....	San Francisco, CA





# Leading Change

MGMT7201      5 Days      3 CPE      \$1,699

Gain the knowledge and skills you need to help shape the future of your organization. Explore various tools for understanding and facilitating change, and strategies for managing and shaping change. Discover the endless possibilities for exercising true leadership.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

SESSION SCHEDULE	LOCATION
3/25/19 - 3/29/19 .....	Washington, DC
5/6/19 - 5/10/19 .....	Washington, DC
7/8/19 - 7/12/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Washington, DC

# Leadership Communication

MGMT8112D      2 Days      1.2 CPE      \$799

Become the leader whom people want to follow. Focus on one of the most crucial competencies of a good collaborative leader: strong communication. Learn to connect with people to build trust and loyalty, and how to use emotional intelligence to build rapport; learn how to bridge and leverage cultural and generational distances, and how to use these skills to reach consensus, build teams, and develop better workers.

**This course is part of the Supervision Certificate Program.**

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders and professionals in influential positions

SESSION SCHEDULE	LOCATION
5/2/19 - 5/3/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/11/19 - 7/12/19 .....	Washington, DC



# Leadership Essentials

MGMT7020D    3 Days    1.8 CPE    \$1,079

Unlock your ability to lead effectively with this in-depth course. Learn the difference between leading and managing; explore proven techniques for communicating effectively; think strategically; and move from a reactive environment to a proactive one.

This course applies towards completion of the DoD Financial Management Certification Program.

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, and professionals in influential positions

## SESSION SCHEDULE

## LOCATION

2/4/19 - 2/6/19 .....	Washington, DC
4/8/19 - 4/10/19 .....	Washington, DC
5/6/19 - 5/8/19 .....	Washington, DC
6/3/19 - 6/5/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	Virginia Beach, VA
6/18/19 - 6/20/19 .....	San Francisco, CA
7/8/19 - 7/10/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	San Francisco, CA
8/5/19 - 8/7/19 .....	Washington, DC
9/9/19 - 9/11/19 .....	Washington, DC
11/4/19 - 11/6/19 .....	Washington, DC
12/2/19 - 12/4/19 .....	Washington, DC



# On-site Training

## *What's in it for you:*



## Cost Savings

As your organization's training needs increase, so does the need to minimize the costs associated with it. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

- Eliminate travel costs, such as employee airfare, transportation, per diem, parking, and rental cars.
- Maximize employee training time with no need for travel, overtime, or compensatory pay.
- Save with pricing levels based on number of participants.

## Convenience

- Choose the best time to learn, based on workloads and schedules.
- Experience turnkey delivery—pick the training, time, and place, and we handle the rest.

## Relevance

- Tailor off-the-shelf training and incorporate examples and content specific to your agency.

For more information, visit  
[graduateschoolusa/onsite](https://graduateschoolusa.com/onsite) or call  
800.787.9074.

# Leading People and Successful Teams



[graduateschool.edu/lm](https://graduateschool.edu/lm)

## Customer Service Excellence

ADMB7003D    2 Days    1.2 CEU    \$679

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

### WHO SHOULD ATTEND?

Anyone working directly with internal or external customers

### SESSION SCHEDULE

### LOCATION

2/7/19 - 2/8/19 .....	Washington, DC
5/21/19 - 5/22/19 .....	Washington, DC
6/25/19 - 6/26/19 .....	Washington, DC
8/6/19 - 8/7/19 .....	Washington, DC
9/24/19 - 9/25/19 .....	Washington, DC

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# Coaching Skills for Today's Leaders

MGMT9002D    1 Days    0.6 CEU    \$549

Coaching is an essential skill for leaders at all levels. Learn to develop productive employees and build effective teams. Review various coaching methods to motivate others, capitalize on their strengths, and build trust that will foster growth. Learn how to give constructive feedback, maximize coaching opportunities, and avoid common pitfalls.

This course applies towards completion of the DoD Financial Management Certification Program.

This course is part of the Team Leader and Supervision Certificate Program.

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

SESSION SCHEDULE	LOCATION
------------------	----------

3/22/19 - 3/22/19.....	Washington, DC
5/15/19 - 5/15/19.....	Washington, DC
5/15/19 - 5/15/19.....	San Francisco, CA
7/22/19 - 7/22/19.....	Washington, DC
10/9/19 - 10/9/19.....	Washington, DC

# Leading Teams and Groups

TDEV8200D    3 Days    3 CPE    \$1,079

Acquire the knowledge and best practices you need to be an outstanding team/group leader. Bring your team/group to a higher level by confidently managing tasks and motivating members to be the best they can be.

This course is part of the Team Leader Certificate Program.

## WHO SHOULD ATTEND?

Managers and leaders of task forces, teams, or work groups. This course is also ideal for anyone who is responsible for building and facilitating teams.

SESSION SCHEDULE	LOCATION
------------------	----------

2/19/19 - 2/21/19.....	Washington, DC
3/19/19 - 3/21/19.....	Washington, DC
4/16/19 - 4/18/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/4/19 - 6/6/19.....	Washington, DC
6/11/19 - 6/13/19.....	San Francisco, CA
7/9/19 - 7/11/19.....	Washington, DC
7/23/19 - 7/25/19.....	Seattle, WA
8/6/19 - 8/8/19.....	Washington, DC
9/17/19 - 9/19/19.....	Washington, DC
10/15/19 - 10/17/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC



## ON-SITE TRAINING

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- Choose the best time to learn based on your work load.
- Customize the training so it is specific to your agency.

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## Leading Teams and Groups — Online

**TDEV8500A    Online    1.8 CPE    \$1,079**

Acquire the knowledge and best practices you need to be an outstanding team/group leader. Bring your team/group to a higher level by confidently managing tasks and motivating members to be the best they can be.

**This course is part of the Team Leader Certificate Program.**

### ONLINE COURSE

- Two-week online course; two sessions of two hours of live instructor-led interaction per week
- Individual and group exercises
- Online assignments and discussion forums
- Instructor-facilitated with emphasis on peer learning

Equivalent Classroom Course: Leading Teams and Groups (TDEV8200D)

### WHO SHOULD ATTEND?

Managers and leaders of task forces, teams, or work groups. This course is also ideal for anyone who is responsible for building and facilitating teams.

### SESSION SCHEDULE      LOCATION

2/25/19 - 3/6/19 ..... 1 p.m. Eastern  
6/17/19 - 6/26/19 ..... 1 p.m. Eastern  
9/16/19 - 9/25/19 ..... 1 p.m. Eastern

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## Leadership Skills for Non-Supervisors

**ADMB7006D    3 Days    3 CPE    \$1,079**

Gain the respect and support of others by learning essential leadership skills. Master handling different personality types; delegating effectively; overcoming conflict without making enemies; and building stronger, more successful, teams.

**This course applies towards completion of the DoD Financial Management Certification Program.**

**This course is part of the Team Leader Certificate Program.**

### WHO SHOULD ATTEND?

Individuals who lead others, office coordinators, and other non-supervisory employees who want to improve their leadership skills. New supervisors should take Introduction to Supervision (SUPV7001D).

### SESSION SCHEDULE      LOCATION

1/15/19 - 1/16/19 ..... Washington, DC  
1/30/19 - 1/31/19 ..... Washington, DC  
2/19/19 - 2/20/19 ..... Washington, DC  
3/6/19 - 3/7/19 ..... Washington, DC  
3/26/19 - 3/27/19 ..... Washington, DC  
4/10/19 - 4/11/19 ..... Washington, DC  
4/30/19 - 5/1/19 ..... Washington, DC  
5/15/19 - 5/16/19 ..... Washington, DC  
6/4/19 - 6/5/19 ..... Washington, DC  
6/12/19 - 6/13/19 ..... San Francisco, CA  
6/18/19 - 6/19/19 ..... Washington, DC  
6/19/19 - 6/20/19 ..... Virginia Beach, VA  
6/26/19 - 6/27/19 ..... Denver, CO  
7/10/19 - 7/11/19 ..... Washington, DC  
7/10/19 - 7/11/19 ..... Virginia Beach, VA  
7/17/19 - 7/18/19 ..... San Francisco, CA  
7/30/19 - 7/31/19 ..... Washington, DC  
8/14/19 - 8/15/19 ..... Washington, DC  
8/27/19 - 8/28/19 ..... Washington, DC  
9/4/19 - 9/5/19 ..... Washington, DC  
9/24/19 - 9/25/19 ..... Washington, DC  
10/8/19 - 10/9/19 ..... Washington, DC  
11/5/19 - 11/6/19 ..... Washington, DC  
12/4/19 - 12/5/19 ..... Washington, DC





## Leadership Skills for Non-Supervisors — Online

**ADMB756A    Online    1.2 CPE    \$799**

Gain the respect and support of others by learning essential leadership skills. Master handling different personality types, delegating effectively, overcoming conflict without making enemies, and building stronger, more successful teams.

**This course is part of the Team Leader Certificate Program.**

### ONLINE COURSE

- Two-week online course; three hours of live instructor-led interaction per week
- Individual and group exercises and text chat
- Weekly assignments
- Instructor-facilitated discussion forums
- Equivalent Classroom Course: Leadership Skills for Non-Supervisors (ADMB7006D)

### WHO SHOULD ATTEND?

Individuals who lead others, office coordinators, and other non-supervisory employees who want to improve their leadership skills. New supervisors should take Introduction to Supervision (SUPV7001D).

SESSION SCHEDULE	LOCATION
2/12/19 .....	1 p.m. Eastern
6/4/19 .....	1 p.m. Eastern
9/3/19 .....	1 p.m. Eastern

## Managing Employee Trust

**SUPV7089D    1 Day    0.6 CPE    \$449**

Increase the effectiveness and efficiency of your team by building trust. Statistical research documents that trust drives about two-thirds of organizational performance. Participants will complete a survey entitled 'Organizational Communications,' enabling them to identify trust shortfalls at their agency. Based on learning during the course, participants will formulate a specific plan to enhance agency trust and performance. This plan will include actions the participant directly controls, as well as persuading other leaders to work at building trust and enhancing agency productivity.

### WHO SHOULD ATTEND?

Team leaders, supervisors, managers, and professionals in influential positions

SESSION SCHEDULE	LOCATION
7/17/19 - 7/17/19 .....	Washington, DC
9/4/19 - 9/4/19 .....	Washington, DC

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**Schedule**  
Contract GS-10F-0228P

Graduate School USA is an approved contract holder to provide training and consulting services under Professional Services Schedule, SIN C874.

We can provide customized support to your agency to help you meet your annual training requirements. Visit [graduateschool.edu/gsa](http://graduateschool.edu/gsa).

# Managing Multiple Priorities

ADMB7007D    1 Day    0.6 CPE    \$449

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/6/19 - 2/6/19.....	Washington, DC
4/17/19 - 4/17/19.....	Washington, DC
6/5/19 - 6/5/19.....	Washington, DC
6/26/19 - 6/26/19.....	Washington, DC
7/24/19 - 7/24/19.....	Washington, DC
8/21/19 - 8/21/19.....	Washington, DC
9/17/19 - 9/17/19.....	Washington, DC



# Where Government Contractors Go For Training

**Did you know that the same training we provide to the federal government is also available to government contractors?**

As a leading provider of training and professional development for the federal government, our purpose is to help support organizational missions. If that mission includes the support of government contractors, we are here to help.

A well-trained and knowledgeable staff is important. We can work with you and your contractors to help ensure they are trained in various functions of government. From a complete knowledge of federally mandated laws and guidelines to knowing how to work in a government office environment, we can provide the tools to help your contractors be successful.

**For more information on training opportunities for government contractors, please contact our Business Development team at 1.800.787.9074.**



# Planning, Managing, and Problem Solving



[graduateschool.edu/lm](https://graduateschool.edu/lm)

## Administrative Officers Workshop

**MGMT8102D    2 Days    1.2 CEU    \$799**

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

### WHO SHOULD ATTEND?

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

### SESSION SCHEDULE

### LOCATION

4/16/19 - 4/18/19.....	Washington, DC
6/17/19 - 7/11/19.....	Washington, DC
7/15/18 - 7/17/19.....	Virginia Beach, VA
7/30/19 - 8/1/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC
9/17/19 - 9/19/19.....	Denver, CO

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# Decision Making and Problem Solving

**MGMT8102D    2 Days    1.2 CEU    \$799**

Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions. You increase your productivity and gain confidence as you learn a variety of decision-making strategies and how to resolve problems constructively.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

## SESSION SCHEDULE

5/6/19 - 5/7/19 ..... Washington, DC  
7/31/19 - 8/1/19 ..... Washington, DC

# Negotiating Techniques

**MGMT914D    2 Days    1.2 CPE    \$699**

Learn to create win-win situations and improve work relationships with colleagues, employees, customers, and others. Focus on issues of negotiation, including using multiple strategies; applying the no-fault formula; interest-based methods; and empathy in the negotiation process.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## WHO SHOULD ATTEND?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

## SESSION SCHEDULE

## LOCATION

1/30/19 - 1/31/19 ..... Washington, DC  
4/8/19 - 4/9/19 ..... Washington, DC  
5/16/19 - 5/17/19 ..... Washington, DC  
6/3/19 - 6/4/19 ..... Washington, DC  
7/23/19 - 7/24/19 ..... San Francisco, CA  
8/13/19 - 8/14/19 ..... Washington, DC



# Office Management

ADMB7009D    3 Days    1.8 CPE    \$899

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
4/22/19 - 4/24/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	Washington, DC
9/9/19 - 9/11/19 .....	Washington, DC

# Preparing to Lead in the 21st Century

MGMT9020D    2 Days    1.2 CPE    \$799

Gain a fundamental understanding of leadership and an increased awareness of your own leadership capacities. Receive opportunities to experience personal leadership while building skills in self-awareness and critical thinking. Discover how to integrate a leadership mind-set into your everyday activities and how to approach situations in a collaborative and self-directed manner.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## WHO SHOULD ATTEND?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

SESSION SCHEDULE	LOCATION
1/23/19 - 1/24/19 .....	Washington, DC
5/22/19 - 5/23/19 .....	Washington, DC
8/5/19 - 8/6/19 .....	Washington, DC





# Problem Solving

ADMB8129D    2 Days    1.2 CEU    \$649

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

This course applies towards completion of the DoD Financial Management Certification Program.

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

SESSION SCHEDULE	LOCATION
4/16/19 - 4/17/19.....	Washington, DC
6/24/19 - 6/25/19.....	Washington, DC
7/30/19 - 7/31/19.....	Washington, DC

# Strategic Planning for Government Organizations

MGMT9200D    3 Days    1.8 CPE    \$979

Use strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation, and practical guidance to create a solid framework to meet your organization’s challenges. Discover how to develop and use mission statements, strategic plans, and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA

This course applies towards completion of the DoD Financial Management Certification Program.

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

SESSION SCHEDULE	LOCATION
1/29/19 - 1/31/19.....	Washington, DC
4/2/19 - 4/4/19.....	Washington, DC
5/15/19 - 5/17/19.....	Washington, DC
6/24/19 - 6/26/19.....	Washington, DC
8/5/19 - 8/7/19.....	Washington, DC
8/6/19 - 8/8/19.....	San Francisco, CA
9/30/19 - 10/2/19.....	Washington, DC



# System Thinking

LEAD8100L      2 Days      1.2 CEU      Contract Only

Find out how your organization really works and gain insight into tackling workplace issues through systems thinking. Develop systems thinking skills for everyday use. Assist work teams with complex problems and design appropriate interventions by learning the vocabulary for communicating about systems, casual diagramming techniques and the use of systems archetypes in practical settings.

## WHO SHOULD ATTEND?

This course is ideal for executives who want to understand how systems thinking can help them and their organizations be more productive using various tools like Lean Six Sigma and risk reduction strategies. In order to receive a certificate of completion for Systems Thinking, learners must attend all days of instruction and complete all course requirements.

In order to receive a certificate of completion for Congressional Operations Workshop, learners must attend all days of instruction and complete program requirements.

## SESSION SCHEDULE

Available by Contract Only

# The Leadership Challenge®

LEAD8010L      2 Days      1.2 CPE      \$1149

“Leadership is about how leaders mobilize others to want to get extraordinary things done.”

The Leadership Challenge® is the solution for you if you want to become the very best leader in every aspect of your life. Discuss practices leaders use to transform values into actions, visions into realities, obstacles into innovations, and risks into rewards. Based on the research of award-winning and best-selling authors, Jim Kouzes and Barry Posner, learn the Five Best Practices of Exemplary Leadership identified through their research. Explore how you can go places you have never been before, and also take others with you in the future.

**This course applies towards completion of the DoD Financial Management Certification Program.**

## WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

SESSION SCHEDULE	LOCATION
2/19/19 - 2/20/19 .....	Washington, DC
4/23/19 - 4/24/19 .....	Washington, DC
6/10/19 - 6/11/19 .....	Washington, DC
11/14/19 - 11/15/19 .....	Washington, DC



# The Power of Influence over Authority

**MGMT7120D    1 Days    0.6 CEU    \$499**

Great leaders leverage their power and authority to influence others. While authority and power may lead to compliance, a more powerful force, influence, leads to commitment. Discover the key elements associated with influencing others: the strategic use of power; motivating your employees; and building and nurturing trust.

**This course applies towards completion of the DoD Financial Management Certification Program.**

**This course is part of the Team Leader Certificate Program.**

## WHO SHOULD ATTEND?

New team leaders and team members seeking leadership opportunities

SESSION SCHEDULE	LOCATION
6/18/19 - 6/18/19.....	Washington, DC
7/17/19 - 7/17/19.....	Washington, DC

# Time Management

**ADMB7028D    3 Days    1.8 CEU    \$899**

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

## WHO SHOULD ATTEND?

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

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19.....	Washington, DC
3/21/19 - 3/22/19.....	Washington, DC
6/10/19 - 6/11/19.....	Washington, DC
7/24/19 - 7/25/19.....	Washington, DC
8/29/19 - 8/30/19.....	Washington, DC



# Understanding Government Directives and Policy



[graduateschool.edu/lm](https://graduateschool.edu/lm)

## Congressional Operations Workshop

LEAD9200L

2 Days

1.2 CEU

Contract Only

This course provides a comprehensive overview of congressional operations, culture, and the legislative process. Participants come away with a deeper understanding of Congress as an institution; the committee system; communication with members and staff; business on the Senate and House floors; resolving differences; the budget process; and key resources.

### WHO SHOULD ATTEND?

This course is ideal for executives who want a better understanding of the complex workings of Congress and of the roles the various agencies and influencers of congressional actions play.

In order to receive a certificate of completion for Congressional Operations Workshop, learners must attend all days of instruction and complete program requirements.

### SESSION SCHEDULE

Available by Contract Only

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## Writing ECQ Statements

LEAD9100L      1 Day      .6 CEU      Contract Only

Review the history and requirements of the Senior Executive Service with a focus on policies, procedures and the application process. Use the Office of Personnel and Management's guidelines for writing Executive Core Qualification statements (ECQs) to gain an understanding of the competencies that comprise each ECQ. You are guided through a self-assessment and will write ECQ statements with the assistance of a coach.

### WHO SHOULD ATTEND?

This course is ideal for executives who want to better understand the process for applying to the SES and get practical guidance on how to capture their key accomplishments using the Writing ECQ statements framework. In order to receive a certificate of completion for Writing ECQ Statements, learners must attend all days of instruction and complete all course requirements.

### SESSION SCHEDULE

Available by Contract Only

## Telework: A Manager's Perspective

MGMT9021D      Contract Only

Discuss how to motivate and equip managers to initiate telework agreements. Discover the requirements of the Telework Enhancement Act of 2010 (Public Law 111-292), and discuss the benefits and challenges of implementing those requirements. Recognize the similarities in managing on-site and off-site employees, and learn tips for managing teams through a successful telework program. Analyze position descriptions and employee characteristics to assess suitability for telework and explore real-life team scenarios. Discover helpful resources, including links to online tools, for use back at the office. Leave this course one step closer to implementing a successful telework program.

**This course applies towards completion of the DoD Financial Management Certification Program.**

### WHO SHOULD ATTEND?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

### SESSION SCHEDULE

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