

Department of the Interior
UNIVERSITY



Fiscal Year 2010 Courses, Programs, and Events



WWW.DOI.GOV/TRAINING

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DOI UNIVERSITY

Message from the President

Welcome to the Department of the Interior University! Established in 1999, DOI University has spent the past decade providing training and education opportunities to federal employees nationwide. Our dedicated staff of professionals is committed to taking a customer-centered approach in delivering learning solutions that result in personal and organizational achievement. This focus on the individual and the organization can be found at our Learning Centers located in Albuquerque, New Mexico; Anchorage, Alaska; Denver, Colorado; and Washington, DC. We also deliver training programs on site to customers preferring a tailored curriculum to meet specific performance-improvement requirements.

In FY 2009, DOIU trained over 4,000 federal employees in more than 200 courses and programs offered through classroom training, intern programs, leadership programs, and certificate programs. Our government-wide speaker series events gave over 700 senior executives and professionals an opportunity to hear from renowned authors and speakers on topics such as global issues, health and wellness, leadership, the environment, and the political landscape past and present. The new schedule for the Government-wide Senior Executive Service Forums series, the DOI Executive Forums, the Career, Balance, and Diversity Forums in Washington, DC and the Career, Quality of Life and Leadership Speakers Series in Denver, Colorado will be announced this fall.

Please take an opportunity to look through the DOI University FY 2010 catalog and see the many competency-based courses and programs that focus on the professional requirements and practical solutions for performance excellence in the federal sector. I invite you to register for our learning programs and experience the high-quality products and customer service that are the hallmark of the National Business Center.

Lynn McPheeters

Lynn McPheeters, President
DOI University

DOI University Points of Contact and Locations

Learning Centers

Albuquerque, New Mexico

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2424 Louisiana Boulevard, NE
Suite 150
Albuquerque, New Mexico 87110
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Gerry_A_Juchniewicz@nbc.gov

Anchorage, Alaska

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Anchorage, Alaska 99501
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Denver, Colorado

Debra Carr, Manager
7401 West Mansfield Avenue, D2990
Suite 120
Lakewood, Colorado 80235-2230
(303) 969-5425 (303) 969-5429 (FAX)
Debra_J_Carr@nbc.gov

Washington, DC

Mary Jo Catalano, Manager
1849 C Street, NW
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Washington, DC 20240
(202) 208-3757 (202) 208-5184 (FAX)
Mary_Catalano@nbc.gov

Technology-Enabled Learning Center

Shari A. Hanscomb, Manager
1849 C Street, NW, Mailstop 7129
Washington, DC 20240
(202) 208-5796 (202) 208-5184 (FAX)
Shari_A_Hanscomb@nbc.gov

Fellows and Leadership Programs Points of Contact

Business Skills Certificate Program

Debra Carr, Manager
 7401 West Mansfield Avenue, D2990
 Suite 120
 Lakewood, Colorado 80235-2230
 (303) 969-5425 (303) 969-5429 (FAX)
Debra_J_Carr@nbc.gov

Executive Assistant Certificate Program

Mary Jo Catalano, Manager
 1849 C Street, NW
 Mailstop 7129
 Washington, DC 20240
 (202) 208-3757 (202) 208-5184 (FAX)
Mary_Catalano@nbc.gov

Foundations in Leadership Certificate Program

Mary Jo Catalano, Manager
 1849 C Street, NW
 Mailstop 7129
 Washington, DC 20240
 (202) 208-3757 (202) 208-5184 (FAX)
Mary_Catalano@nbc.gov

Pathways to Leadership Program

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 2424 Louisiana Boulevard, NE
 Suite 150
 Albuquerque, New Mexico 87110
 (505) 346-2799 (505) 346-2770 (FAX)
Gerry_A_Juchniewicz@nbc.gov

Presidential Management Fellows Program

Alisa Ballew Rawlins, Program Manager
 1849 C Street, NW, Mailstop 7129
 Washington, DC 20240
 (202) 219-0097 (202) 208-5184 (FAX)
Alisa_B_Rawlins@nbc.gov

Senior Executive Service Candidate Development Program (SESCDP)

Lynn McPheeters, President, DOI University President

1849 C Street, NW, MS-7129

Washington, DC 20240

(202) 208-3648 (202) 208-5184 (FAX)

Lynn_A_McPheeters@nbc.gov

Intern Programs Points of Contact

Government-wide Acquisition Management Intern Program

Robert Foye, Program Manager

1849 C Street, NW, Mailstop 7129

Washington, DC 20240

(202) 208-3140 (202) 208-5184 (FAX)

Robert_Foye@nbc.gov

Financial Management Career Intern Program (FMCIP)

Robert Foye, Program Manager

1849 C Street, NW, Mailstop 7129

Washington, DC 20240

(202) 208-3140 (202) 208-5184 (FAX)

Robert_Foye@nbc.gov

Office of the Secretary Management Intern Program (OSMIP)

Robert Foye, Program Manager

1849 C Street, NW, Mailstop 7129

Washington, DC 20240

(202) 208-3140 (202) 208-5184 (FAX)

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Speaker Series Point of Contact

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Training Cancellation Policy

The following policy applies only to fee-based courses offered through DOI University.

DOIU Canceled Courses

If DOI University must cancel a course, our staff will notify students by phone, email or fax. A full tuition refund will be given for any course DOIU cancels.

Cancellations/Refunds/No Shows

We design our courses to optimize your learning experience, so each course accommodates a limited number of participants. If you must cancel, please provide written notification either through email or fax as early as possible. For a full refund, your cancellation notification must be received at least 10 business days prior to the course-start date. There are no refunds for cancellation notifications received after that time, or for no-shows.

Substitutions/Rescheduling

Course enrollment substitutions are acceptable any time up to the course-start date. Students and agencies are also allowed the opportunity to reschedule. Again, notification of rescheduling should be in writing, sent by email or fax. These notifications must be received at least 10 business days prior to the course-start date. Requests received after that time will be treated as cancellations.

COURSE CURRICULUM

Certificate Programs

Executive Assistant Certificate Program

Course Description:

The Executive Assistant Certificate Program (EACP) offers participants the opportunity to acquire the knowledge, skills, and abilities needed to assist federal-government managers. The purpose of the program is to develop a cadre of highly skilled, motivated, and professional administrative-support staff to meet the future needs of the federal government.

Candidates selected for the Executive Assistant Certificate Program have a unique opportunity to improve their skills through a formal 80-hour classroom training program. The EACP will provide training in the following modules:

Modules:

- Accomplishing the Federal Government Mission
- Office Management
- Interpersonal Skills/Personal Profile Systems (PPS)
- Grammar & Writing Skills
- Time and Stress Management
- Public Speaking Skills
- Putting It All Together

Target Audience: This program is open to full-time permanent employees of the Department of the Interior, and targets junior or newly assigned, high-potential administrative/support staff. For complete application procedures, please visit the DOIU website: www.doi.gov/training

Dates/Locations:

- March 15–19, 2010 Albuquerque, New Mexico
and April 19–23, 2010
- April 26–April 30, 2010 Washington, DC
and May 17–21, 2010

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Written Communication, Oral Communication, Individual Effectiveness, Customer Service, Presentation Skills, Time and Workload Management, Problem Solving

Tuition: All federal employees...\$2,199

Accomplishing the Federal Government Mission

This course shows how to present a positive, competent, and professional image that reflects the standards and missions of the Department of the Interior. Specific knowledge and skills needed to convey credibility, authority, and integrity in the business environment are emphasized. Participants will be able to:

- Explain the Department of the Interior's mission and goals
- Recognize the value of aligning personal goals and values with those of the Department of the Interior
- Manage business relationships more effectively
- Increase their levels of proficiency in areas critical to the role of executive assistant in the Department of the Interior

Office Management

This course is designed to strengthen the ability to manage the cooperative efforts of a busy office environment, including specific work assignments and interactions with other divisions and bureaus. In this course, participants will learn to:

- Identify elements (people, resources, equipment) essential to achieving the highest levels of productivity and efficiency
- Identify ways to enhance and improve upon current office-management procedures and processes
- Clarify the role and duties of an "office manager" in the Department of the Interior

Interpersonal Skills/Personal Profile Systems (PPS)

The Personal Profile System personality instrument will help you better understand yourself and the people with whom you work and live. A second, vital ingredient for being an excellent communicator is a clear understanding of the dynamics of interpersonal communication. Good interpersonal skills allow for win-win relationships and outcomes. During this course, participants will:

- Recognize the importance of feedback and self-disclosure in establishing and improving relationships
- Maximize the strengths and minimize the weaknesses of their profiles
- Discuss their behavioral profiles, and recognize behavioral tendencies in others, as well as how to appropriately respond in given scenarios
- Recognize non-verbal behavior and its importance to interpersonal communication
- Discuss the communication model, as well as the barriers to communications

Grammar & Writing Skills

Good writing combines big-picture, conceptual understanding with nuts-and-bolts knowledge of grammar and punctuation. This course will help you maintain a big-picture view of writing, as well as understand and use the “nuts and bolts.” In addition, this session will clarify the benefits and dangers of email, as well as associated federal and agency guidelines for its use. Participants will be able to:

- Apply basic grammar and punctuation rules
- Practice writing, editing, and proofreading their own and others’ work
- Minimize “bureaucratese” and opt for plain language to increase the readers’ understanding
- Explain the benefits and dangers of email, as well as federal and agency guidelines for using it

Time and Stress Management

This course is designed to help individuals learn to better manage their personal time, manage their time in relation to their supervisors’ time, and minimize their stress levels. Participants will be able to:

- Recognize the difference between time management and self-management, as well as how to address external time-wasters
- Practice prioritizing a supervisor’s day
- Apply time-management techniques to make the most of their time at work and at home
- Recognize the causes, symptoms, and stages of stress
- Identify multiple methods for reducing stress in their lives
- Develop goals to help apply self- and stress-management skills

Public Speaking Skills

This course is designed to help participants minimize their fear of speaking in public, and gain confidence in assembling and giving presentations. Participants will:

- Develop strategies to deal with speaker’s stress
- Employ techniques to quickly organize and deliver clear, concise presentations
- Design and use appropriate visual aids
- Develop goals to apply and strengthen presentation skills

Putting It All Together

This segment gives participants the opportunity to review and clarify the value of the learning modules presented throughout the two-week program. Participants identify ways to apply the lessons learned into specific areas of their work, and to create an individualized action plan to help them achieve this goal.

Certificate Programs

Foundations in Leadership Certificate Program

Course Description:

This is a competency-based program designed to provide introductory leadership skills to administrative and support staff. Candidates selected for this program will have a unique opportunity to explore and expand their leadership potential and technical competence in a formal 80-hour classroom training program. The program emphasizes leadership skills such as critical thinking, problem solving, influencing, negotiating, and conflict resolution, as well as oral and written communications, interpersonal skills, and the federal budget process.

FIL Program Modules:

- Leadership Part 1—Foundations of Leadership
- Leadership Styles, Personal Leadership, Power & Influence, Analytical Thinking and Decision Making
- Writing for Results
- Leadership Part 2—Applied Leadership Skills
- Individual Effectiveness, Interpersonal Communications, Critical Thinking, Problem Solving, Negotiating and Conflict Resolution
- Federal Budget Process Overview
- Putting It All Together

Target Audience: This program is open to full-time permanent federal employees and is geared toward high-performing administrative and support staff. For additional program information, please visit the DOIU website: www.doi.gov/training

Dates/Locations:

- March 1–5, 2010 Washington, DC
and March 29–April 2, 2010
- May 17–21, 2010 Albuquerque, New Mexico
and June 21–25, 2010

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Budget, Individual Effectiveness, Problem Solving, Communication, Analytical Skills, Leadership

Tuition: All federal employees...\$2,199

Leadership Part 1—Foundations of Leadership

Participants will have many opportunities to reinforce their learning through the use of role-playing, self-assessments, case studies and a variety of small- and large-group activities. During the first two days of leadership training, participants will:

- Explore the foundations of leadership
- Define leadership and explore the characteristics of effective leadership
- Identify various leadership styles and when to use each
- Explore personal leadership and assess individual leadership skills
- Explore power and influence from a personal perspective
- Practice analytical thinking and the decision-making process

Writing for Results

In our jobs, we write for many reasons; conveying information and requesting action are two of the most important. Effective writers produce clear, concise, and correct messages that get results, contribute to the mission of the organization, and increase the writers' value to that organization. In this course, participants will learn to:

- Write clearly, concisely, and correctly, in “plain language”
- Follow an orderly series of steps to produce effective writing
- Plan and organize points clearly and logically, using effective transitions
- Explore the importance of tone and discretion to avoid offending their readers
- Use fundamental research methods to support their subject
- Develop clear, concise, audience-appropriate messages
- Use email effectively within the office environment

Leadership Part 2—Applied Leadership

Participants will have many opportunities to reinforce their learning through the use of role-playing, self-assessments, case studies and a variety of small- and large-group activities. The second portion of leadership training builds upon Leadership Part 1 by exploring leadership from a more personal viewpoint and providing opportunities for practical application. During this course, participants will:

- Identify their personal leadership styles
- Explore and increase personal effectiveness
- Identify techniques for effective interpersonal communications
- Practice critical-thinking and problem-solving techniques in the decision-making process
- Identify and use effective conflict-resolution techniques

Federal Budget Process Overview

Congress has constitutional power of the purse. It has a significant impact on the budget authority an agency will receive. Understanding the life cycle of an appropriation and what's involved in each phase is extremely important for those responsible for using budgetary resources, or for supporting professionals with that responsibility. This course will introduce participants to the four phases of the federal budget process, laws, and regulations. It will also explain how important their role is during each phase. During this two-day course, participants will:

- Understand budget authority and the background of the budget process
- Recognize the importance of the Anti-Deficiency Act
- Outline the life cycle of an appropriation
- Review the Department of the Interior's appropriation
- Define budget-related terminology such as “full-time equivalents”
- Learn and apply formulas and other estimating techniques used in budgeting
- Understand the major issues in budget execution

Putting It All Together

This portion of the program gives participants the opportunity to review and clarify the value of the learning modules presented throughout the two-week program. Participants identify ways to apply the lessons learned into specific areas of their work and to create an individualized action plan to help them achieve this goal.

Certificate Programs

Project Management Associate's & Master's Certificate Programs

The Department of Interior is committed to developing qualified project managers at every career stage with the professional knowledge, skills, tools and experience to guide DOI projects effectively and efficiently.

In support of this commitment and our strategic goal of developing, training and certifying project managers for all major and non-major investments, DOI is pleased to offer two project management certification programs, the **Associate's Certificate in Project Management** and the **Master's Certificate in Project Management**.

Program Features and Benefits

- Learn the methodology and best practices for project planning, scope, managing risk, scheduling, cost control, leadership, negotiations, and more
- Improve your job performance through tools, templates, and guidelines for flawless project implementation and management
- Support your organization's goals by becoming a knowledgeable and effective team member
- Prepare for the Certified Associate Project Manager (CAPM) and the Project Management Professional (PMP) credentials from PMI®

Target Audience: Project leaders, project-team members, new project managers, and anyone working with project managers or seeking professional development

Classroom Training

Every course is taught by a highly experienced instructor who not only teaches project management best practices, but is also a practitioner. The highly interactive classroom courses combine the following methods to ensure understanding and practical knowledge:

- Instructor lecture
- Role plays
- Facilitated classroom discussion
- Exercises
- Integrated case studies

Project Management Learning Paths

Course descriptions, objectives, schedules, and registration information can be found on the course pages listed in the program track on the next page.

Associate's Certificate in Project Management

To earn your associate's certificate, you must successfully complete three courses within two years. You may take the courses in any order, but we highly recommend you follow the path depicted, as the courses build upon each other. The associate's-certificate path serves as the first step to earning your master's certificate.

Master's Certificate in Project Management

To earn your Master's Certificate, you must successfully complete seven courses within four years. You may take the courses in any order, but we highly recommend you follow the path depicted, as the courses build upon each other.

FAC-P/PM Training Program

Many of the courses listed here apply toward the FAC-P/PM training requirements. Please see page 64 for an overview of the program, recommended courses, schedules, and contact information.

Non-Certificate Needs

If you are not looking to earn a certificate, you can choose to take any of these courses that are relevant to you.

Associate's Certificate in Project Management

Managing Projects
see page 121

Project Leadership, Management, & Communications
see page 122

Risk Management
see page 123

Master's Certificate in Project Management

Scheduling & Cost Control
see page 124

Contract Management Principles & Practices
see page 125

Quality for Project Managers
see page 126

Project Management Applications
see page 127

Dates/Locations:

- **Managing Projects**
 - January 26–28, 2010 Denver, Colorado
 - February 23–25, 2010 Herndon, Virginia
 - May 4–6, 2010 Albuquerque, New Mexico
- **Project Leadership, Management and Communications**
 - May 11–13, 2010 Herndon, Virginia
 - June 8–10, 2010 Albuquerque, New Mexico
 - August 17–19, 2010 Denver, Colorado
- **Risk Management**
 - February 23–25, 2010 Denver, Colorado
 - April 6–8, 2010 Herndon, Virginia
 - August 3–5, 2010 Albuquerque, New Mexico
- **Scheduling and Cost Control**
 - March 30–April 2, 2010 Denver, Colorado
 - June 22–25, 2010 Washington, DC
- **Contract Management Principles and Practices**
 - June 15–17, 2010 Denver, Colorado
 - July 27–29, 2010 Washington, DC
- **Quality for Project Managers**
 - May 4–6, 2010 Denver, Colorado
 - September 28–30, 2010 Washington, DC
- **Project Management Applications**
 - July 26–29, 2010 Denver, Colorado
 - September 13–16, 2010 Washington, DC

Acquisition Management Courses

Advanced Simplified Acquisition Procedures

Course Description:

This course provides experienced purchasing and contracting personnel operating under Part 13 of the FAR with updated and expanded information on simplified acquisition methods. Coverage includes: evaluation of quotes for award, administration of purchase orders, and negotiation skills and techniques. Subjects include: Legislative and Regulatory Update, Pre-Award Issues, Solicitation Provisions and Contract Clauses, Labor Law Requirements, The RFQ Process, Evaluation of RFQs, Contract Payments, Contract Disputes, Negotiation Techniques.

Learning Objectives:

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

Target Audience: Employees making small purchases of goods and services available from Federal Supply schedules or from the open market that fall within the simplified acquisition threshold

Dates/Locations:

- May 10–14, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-COTR requirements

 **CLP Credits:** 40

Tuition: DOI employees...None Other federal employees...\$830

Advanced Source Selection

Course Description:

In-depth knowledge is the key to success in the government's best-value source selection process. With in-depth knowledge, the acquisition team can plan and execute streamlined, innovative source selections that result in timely selection of high-quality contractors, and suppliers can design customer-focused, fully compliant proposals that clearly articulate their technical and cost solutions.

This course provides the in-depth knowledge and practical skills needed to develop world-class requests for proposals (RFPs), execute highly efficient source selection evaluations and build winning proposals. Those already familiar with the basics of source selection will progress to a deeper level of understanding and skills mastery. The course is built around an integrated set of practical exercises, relevant GAO case studies, agency best practices and the latest in government source-selection directions and trends. You will gain an increased understanding of and experience with the critical challenges, common pitfalls and numerous opportunities for innovation that are now available in the government's best-value process.

Learning Objectives:

- Apply in-depth, practical knowledge of the best-value source-selection process
- Apply your understanding and skills in buying or selling using best-value source selection
- Approach source selection based on “hands-on” experience through use of case studies, exercises and problem solving
- Effectively and appropriately interact with your acquisition colleagues

Target Audience: This course is designed for those who are already familiar with the basics of the government's best-value source selection process

Dates/Locations:

- May 3–6, 2010 Herndon, Virginia

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Risk Management, Project Procurement Management

 CEUs: 2.4

CLPs: 24

CPE Credits: 28

PDUs: 24

Tuition: All federal employees...\$985

Acquisition Management Courses**Applied Earned Value Management****Course Description:**

This course emphasizes the processes related to the Performance Management Baseline (PMB), the Integrated Baseline Review (IBR) and the American National Standards Institute/Electronic Industries Alliance Standard 748 (ANSI/EIA-748) for Earned Value Management (EVM) systems. You'll gain hands-on knowledge of the EVM process and EVM metrics—including Estimates at Completion (EAC)—and an overview of the EVM process from project development to execution.

You'll use tools for managing EVM-associated data as they apply to federal acquisition management in the cost-contract environment; learn EVM skills through hands-on exercises and a multi-part case study that takes you from EVM project baseline formation at the beginning of the project through the challenges of ongoing assessments and reassessments of cost, schedule and performance to the project changes; and end the course with an understanding of project surveillance.

Learning Objectives:

- How to discuss basic elements of a performance-management system
- How to comply with industry standard for earned-value-management systems (EVMS)
- Use tools for managing data associated with earned-value-management
- Leverage the EVMS surveillance process to manage cost, schedule and technical performance
- Use the performance-management system as an integrated project-management tool to facilitate improved planning and control of cost, schedule, and work scope
- Provide management with the necessary information to ensure that day-to-day decisions keep performance consistent with program objectives

Target Audience: Members of federal integrated procurement teams required to calculate and interpret the EVM data generated in capital asset acquisitions

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Quality Management, Project Time Management, Project Cost Management, Project Risk Management, Project Procurement Management

Dates/Locations:

- April 13–15, 2010 Denver, Colorado

Time: For specific times and room locations, go to www.doi.gov/training

 **CEUs:** 1.8

CLPs: 18

CPE Credits: 21

PDUs: 18

Tuition: All federal employees...\$895

Acquisition Management Courses

Assistance Agreements for Assistance Agreement Representatives

Course Description:

This class provides detailed information on the basics for establishing agreements and the terms, provisions and circular requirements that affect the performance and administration of assistance agreements. Participants will develop an administration plan for agreements, from the initial appointment of representatives through agreement closeout.

Learning Objectives:

- Review agreements and legislative authorities
- Monitor payments, work activities, and financial reports
- Manage records to document performance, completion or termination
- Know budget and program revisions, financial requirements, program income, and cost sharing

Target Audience: Program personnel responsible for participating in the drafting and administration of agreement, as well as employees who work with assistance agreements

Dates/Locations:

- February 2–4, 2010 Anchorage, Alaska

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Process

 **CLP Credits:** 24

Tuition: All federal employees...\$875

Acquisition Management Courses

Basic Simplified Acquisition Procedures

Course Description:

This course provides the participant information about Simplified Acquisition Procedures and required sources, including thresholds that currently apply to purchasing under the revised Part 8 and Part 13 of the FAR. It is suitable for new and experienced purchasing and contracting personnel.

Learning Objectives:

- Know the federal-acquisition process
- Identify the standards of conduct for procurement officers
- Know how to acquire supplies from established sources on the open market
- Describe the use of Requirement Documents/Credit Cards/Blanket Purchase Agreements

Target Audience: Employees making small purchases of goods and services available from Federal Supply schedules or from the open market that fall within the simplified acquisition threshold

Dates/Locations:

- November 30–December 4, 2009 Denver, Colorado
- March 8–12, 2010 Albuquerque, New Mexico
- May 10–14, 2010 Reston, Virginia

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-COTR requirements

 **CLP Credits:** 40

Tuition: DOI employees...None Other federal employees...\$830

Acquisition Management Courses

CON 100: Shaping Smart Business Arrangements (DAU Equivalent)

Course Description:

This course is designed for personnel newly assigned to the field of contracting. The course provides a comprehensive overview of the federal contracting process and environment. This course will help students develop the skills to make solid business decisions and offer sound advice to customers, in support of the customer's mission and in compliance with the regulations. Practical exercises include small-group exercises to help prepare students for real-world situations that include the interdependent and sometimes conflicting forces of government branches, agencies and contracting activities, industry, and other forces.

Learning Objectives:

- Understand mission support in the acquisition environment
- Identify customers' missions
- Work effectively as a member of the acquisition team
- Clarify student's role in working with financial and contractor communities
- Develop skills to provide sound business advice to customers
- Establish goals for personal career growth

Target Audience: Employees who are on track to become contract specialists

Time: For specific class times and room locations, go to www.doi.gov/training

Dates/Locations:

- January 25–29, 2010 Denver, Colorado

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements



CLP Credits: 40

Tuition: All federal employees...\$840

Acquisition Management Courses**CON 110: Mission Support Planning (DAU Equivalent)****Course Description:**

This course introduces the various concepts, issues and considerations involved in mission support planning. The course is designed for students who are on track to become contract specialists, and addresses the Contracting Officer's responsibilities in the context of planning both civilian and defense acquisitions. In addition to presenting tools and tasks for effective planning, this course reviews basic principles and their application.

Learning Objectives:

- Assess customer needs and establish good customer relations
- Apply acquisition regulations appropriately
- Review and evaluate purchase requests
- Conduct thorough market research
- Develop mission support plans
- Know when and under what conditions various socioeconomic programs apply
- Develop acquisition strategies and requirements documents
- Select, from various methods of acquisition and types of contracts prescribed by the regulations, those that are likely to yield best value

Target Audience: Employees who are on track to become contract specialists

Time: For specific class times and room locations, go to www.doi.gov/training

Dates/Locations:

- February 22–26, 2010 Denver, Colorado

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements

 **CLP Credits:** 40

Tuition: All federal employees...\$840

Acquisition Management Courses

CON 120: Mission-Focused Contracting (DAU Equivalent)

Course Description:

This course is a comprehensive, hands-on study of the entire acquisition process. Through the use of an integrated case study, this class takes the participant from the initial meeting with a customer to contract completion and closeout. This course builds on the knowledge and skills acquired in CON 110, 111, and 112 by giving participants an opportunity to apply what they've learned. Topics covered: mission strategy planning, leadership skills, preparation of solicitations, solicitation/evaluation/award, performance assessment and quality assurance, contract closeout.

Learning Objectives:

- Provide customers sound information and advice
- Cooperatively develop complete purchase-request packages
- Lead an acquisition team
- Prepare a synopsis and a solicitation
- Evaluate offers and award contracts
- Evaluate price reasonableness and conduct price negotiations
- Monitor contractor performance and apply appropriate remedies
- Modify contracts, exercise options, and complete contract-closeout process

Target Audience: Federal employees new to the contracting workforce, or non-contracting employees who play a role in the acquisition process

Prerequisites: Completion of CON 110 (Mission Support Planning), CON 111 (Mission Strategy Execution), and CON 112 (Mission Performance Assessment)

Time: For specific class times and room locations, go to www.doi.gov/training

Dates/Locations:

- March 1–12, 2010 Albuquerque, New Mexico

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements

 **CLP Credits:** 80

Tuition: All federal employees...\$1,065

Acquisition Management Courses

CON 215: Intermediate Contracting for Mission Support (DAU Equivalent)

Course Description:

This capstone course presents a case study in which students demonstrate their ability to develop and execute business strategies to meet customer requirements. During this course students will work on developing critical thinking skills, analyzing customer needs, developing procurement strategies, and enhancing source selection skills required for successful contract performance.

Learning Objectives:

- Learn to develop a variety of options and alternative strategies to meet mission needs and promote customer satisfaction
- Learn how to apply appropriate law, regulations and policies to a complex procurement
- Learn how to apply formal source selection procedures
- Learn how to conduct a competitive discussion and execute the appropriate contract arrangement to support customer needs

Target Audience: GS-1102 Contract Specialists who have completed Level I contracting training and CON 214

Dates/Locations:

- April 5–16, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements



CLP Credits: 80

Tuition: All federal employees...\$1,065

CON 216: Legal Considerations in Contracting

Course Description:

This course focuses on legal considerations in the procurement process. The course introduces basic principles and sources of law relevant to procurement, including fiscal law, and addresses legal issues encountered in contracting, such as protests, assignments of claims, disputes, fraud, contractor debt, performance issues, and contract termination. Key topics include constitutional principles, sources of procurement law, contract formation, contracting authority, contract types, fiscal law and appropriate expenditures, property (including intellectual property), protests, contract performance and interpretation, quality assurance and acceptance, changes, disputes and equitable adjustments, fraud, terminations, and debt recovery.

Learning Objectives:

- Identify the legal and ethical principles that apply to government contracts
- Recognize different processes by which challenges may be filed against a federal acquisition
- Identify the legal obligations of both parties when a contract-performance issue arises
- Identify formal dispute resolution procedures under the contract disputes act
- Identify criminal, civil, and administrative remedies for contract fraud
- Identify the tools for recovering monies owed the government
- Select the process and procedures for terminating a contract

Target Audience: Intermediate-level contracting personnel with Level I contracting certification and two years of contracting experience

Dates/Locations:

- May 10–14, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements

 **CLP Credits:** 40

Tuition: All federal employees...\$840

Acquisition Management Courses**CON 217: Cost Analysis & Negotiation****Course Description:**

This course builds on basic pricing skills and introduces methods and techniques necessary to analyze a contractor's cost proposal. It introduces negotiation strategies, techniques, terminology and styles. Topics covered include identifying and understanding cost terminology, determining when cost or pricing data is required, understanding the role of the auditor (DCAA or agency IG), using audit reports and recommendations to support cost/price analysis, preparing negotiation objectives, using cost analysis to decide fair and reasonable price, basic statistics, simple regression analysis to support price decisions, how improvement curve theory affects future price decisions, developing practical negotiation strategies, and arriving at win-win solutions.

Learning Objectives:

- Determine when cost analysis should be used
- Identify the use and application of a contract audit
- Make a determination on a contractor's estimating and accounting systems
- Calculate a cost objective for direct material, direct labor, other direct costs, indirect costs, facilities capital cost of money, and profit/fee
- Calculate price/cost objective using simple regression analysis, improvement curve analysis and statistics
- Outline the process for conducting contract negotiations

Target Audience: Intermediate-level contracting personnel with Level I Contracting certification and two years of contracting experience

Dates/Locations:

- June 7–11, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements

 **CLP Credits:** 40

Tuition: All federal employees...\$840

Acquisition Management Courses

CON 218: Advanced Contracting for Mission Support (DAU Equivalent)

Course Description:

This capstone course presents a case study in which students participate in practical exercises involving acquisition planning, cost analysis, negotiation, award and administration of a sole-source research and development contract; and acquisition planning, source selection, award, and administration of a competitive production contract. Students will demonstrate their ability to negotiate fair and reasonable prices and to consider the legal implications of various contract situations. The course helps students to develop critical thinking, costs analysis, negotiation and contract administration skills necessary for successful contract performance.

Learning Objectives:

- Learn to develop a proactive strategic approach to satisfy the customer's evolving requirements
- Learn how to take appropriate action to resolve various situations with legal implications
- Learn how to use a DCAA audit report to prepare a negotiation objective
- Learn how to apply the full range of contract pricing techniques to develop a per-negotiation objective
- Learn how to develop a negotiation strategy for, and conduct, a noncompetitive negotiation
- Learn how to manage contract performance in accordance with the contract

Target Audience: GS-1102 Contract Specialists who have completed Level I contracting training and CON 214, CON 215, CON 216, and CON 217

Dates/Locations:

- July 12–23, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements

 **CLP Credits:** 80

Tuition: All federal employees...\$1,065

Acquisition Management Courses**CON 243: Architect-Engineer Services****Course Description:**

This course is based on Part 36 of the FAR, and provides information on the unique aspects of contracting for architect-engineer services. Coverage includes the Brooks Act, solicitation evaluation, award and administration of A-E contracts, market research, selection process, scope of work, evaluation process, negotiation and award, monitoring and inspection, contract modification, contract closeout.

Learning Objectives:

- Know how to determine the necessity of using Brooks Act procedures
- Determine the elements necessary for a statement of work
- Evaluate the firms and determine the order in which they will be ranked
- Know how a government cost estimate for the project is developed
- Develop a strategy and negotiate the project
- Know how the Government maintains quality assurance on the contract
- Describe the roles and responsibilities of those who manage and administer the contract

Target Audience: Experienced contracting professionals responsible for A-E contracts

Dates/Locations:

- April 19–23, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C requirements



CLP Credits: 40

Tuition: All federal employees...\$840

Acquisition Management Courses

CON 244: Construction Contracting (DAU Equivalent)

Course Description:

This course is based on Part 36 of the FAR and related clauses, and provides the participant with a complete and extensive look at Construction Contracting. This coverage includes planning for the project, specification and solicitation preparation, contract award and administration, and contract completion.

Learning Objectives:

- Conduct appropriate, successful, effective construction-acquisition planning
- Properly solicit and award a construction contract
- Diagnose, troubleshoot, and determine better contract administration
- Select the best construction-business decision, given the contract situation, using critical analysis/thinking

Target Audience: Contracting personnel involved in the formation and administration of construction contracts

Prerequisites: Level I contract training (CON 100 series)

Dates/Locations:

- December 7–11, 2009 Washington, DC
- July 12–16, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-C requirements

 **CLP Credits:** 40

Tuition: All federal employees...\$840

Acquisition Management Courses**Contracting Officer's Representative Course (CORs, COTRs):
Basic Certification****Course Description:**

This comprehensive course is designed to make non-contracting personnel familiar with the federal acquisition process, as well as provide them the knowledge and skills to carry out their responsibilities as representatives of contracting officers. The course presents an overview of the acquisition process, and focuses on the COR and COTR delegation and responsibilities, in addition to ethics in government contracting.

Learning Objectives:

- Know COR delegation and responsibilities
- Initiate the requirement for and solicitation of offers
- Develop technical-evaluation and source-selection skills
- Monitor contractor performance, and deal with unsatisfactory performance

Target Audience: Non-contracting personnel who represent contracting officers, including Contracting Officer's Representatives (CORs), Contracting Officer's Technical Representatives (COTRs), Technical Officers (TOs) and Project Officers (POs)

Dates/Locations:

- Specific dates and locations are listed on the next page.

Time: For specific times and room locations, go to www.doi.gov/training

Prerequisites: None

Competencies Addressed: In conformance with FAC-COTR requirements

 **CLP Credits:** 40

Tuition: DOI employees...None

Other federal employees...\$830

Acquisition Management Courses

Dates/Locations:

- October 5–9, 2009
Washington, DC
- October 5–9, 2009
Anchorage, Alaska
- October 26–30, 2009
Albuquerque, New Mexico
- November 2–6, 2009
Denver, Colorado
- December 7–11, 2009
Anchorage, Alaska
- January 11–15, 2010
Albuquerque, New Mexico
- January 25–29, 2010
Denver, Colorado
- March 22–26, 2010
Reston, Virginia
- April 5–9, 2010
Anchorage, Alaska
- April 19–23, 2010
Albuquerque, New Mexico
- June 14–18, 2010
Herndon, Virginia
- June 14–18, 2010
Denver, Colorado
- August 2–6, 2010
Washington, DC
- August 2–6, 2010
Albuquerque, New Mexico

Acquisition Management Courses

COR-COTR Refresher Course

Course Description:

This course provides a recap of COTR duties and responsibilities followed by an examination of recent changes to regulation and policy as well as studies, reports, and efforts affecting the role of a COTR. The remainder of the course is driven by exercises applying what was learned in COTR Certification and experiences gained in contract administration. The emphasis is on application of classroom and on-the-job experiences, and preventing difficulties by learning best practices for enhanced contract preparation and formation, followed by improved communication and documentation.

Learning Objectives:

- Review recent legislative and regulatory changes, and changes in the labor statutes
- Refresh competencies, skills and knowledge appropriate for contract administration personnel
- Explain Performance-Based Statements of Work and Performance-Based Statements of Objectives
- Explain project management principles and how they can apply to the administration of work accomplished by the contractor
- Review of Earned-Value Management principles

Target Audience: Contracting officer's representatives, contracting officer's technical representatives, technical officers and project officers

Dates/Locations:

- Specific dates and locations are listed on the next page

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with FAC-COTR requirements

 **CLP Credits:** 40

Tuition: DOI employees...None

Other federal employees...\$830

Acquisition Management Courses

Dates/Locations:

- November 16–20, 2009
- December 7–11, 2009
- January 11–15, 2010
- February 22–26, 2010
- March 22–26, 2010
- June 14–18, 2010
- June 21–25, 2010
- July 26–30, 2010

Albuquerque, New Mexico
Denver, Colorado
Washington, DC
Reston, Virginia
Denver, Colorado
Reston, Virginia
Albuquerque, New Mexico
Denver, Colorado

Acquisition Management Courses

Greening the Procurement Cycle: The Benefits & Requirements of Greening for Government Procurement Officers

Course Description:

The training addresses each component of the federal green-purchasing program, including compliance with legal requirements and Federal Acquisition Regulation provisions. Students will learn different strategies on how to incorporate green principles into the procurement cycle, including acquisition, contract language, and existing product resources and standards (i.e., LEED). Green accounting principles, as well as available tools will be discussed. The course will cover implementation of a green procurement program, including success stories and challenges, goals, and metrics.

Learning Objectives:

- Understand the benefits to buying green, and the varying green products and standards which are currently available
- Understand legal requirements
- Understand life-cycle analysis
- Understand green accounting principles
- Learn how to incorporate green-purchasing clauses into contracts
- Understand responsibilities and best-management-practice techniques associated with green purchasing

Target Audience: All federal contracting officers

Dates/Locations:

- January 20–21, 2010 Herndon, Virginia
- February 24-25, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Environmental Compliance, Contracting Management

Tuition: All federal employees...\$500

Developing Performance-Based Work Statements & Commercial Item Acquisition

Course Description:

This five-day course provides the participant with information and practical guidance on the development and use of performance-based work statements as required by the Federal Acquisition Regulation. Topics include an overview of the process, the linkage of sections of the contract, setting performance requirements, and the hands-on opportunity to review local problems and situations. The course also provides information on and an understanding of legislation, and implementing the Federal Acquisition Regulation dealing with Commercial Item Acquisition.

Learning Objectives:

- Conduct and document market research
- Determine the information to be gathered from potential sources
- Select appropriate format for solicitation—electronic commerce (EC)/non-EC
- Distinguish the Contracting Officer's Technical Representative's (COTR's) duties
- Choose appropriate provisions/clauses and source selection criteria
- Identify alternative methods of selecting applicable laws
- Perform remaining steps in preparing written solicitations

Target Audience: Contracting officers, CORs, purchasing agents, and others involved in the acquisition of supplies and services for their agencies

Dates/Locations:

- July 19–23, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: In conformance with Federal Acquisition Certification and Contracting Program (FAC-C) requirements

 **CLP Credits:** 40

Tuition: All federal employees...\$840

Advancing Technology: Computer Courses**Database Design****Course Description:**

This course reviews a common system-development life cycle and introduces logical steps that must be accomplished during each phase of the life cycle to ensure a successful design.

Learning Objectives:

- Know type of questions need to be asked during the planning phase
- Develop a list of appropriate system requirements
- Create and define a data field list
- Define the common relationship types and discuss how to use them to relate normalized tables

Target Audience: Anyone who needs to design a database with ANY software program

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- November 17–19, 2009 Anchorage, Alaska (3 half-days)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: All federal employees...\$250

Advancing Technology: Computer Courses

How to Use Microsoft Access

Course Description:

This class is designed for students who must retrieve and manipulate data from an existing Microsoft Access database. During class, students will review basic skills to view data, and then will learn how to enter and retrieve data using select queries, forms and reports. This class is especially recommended for individuals who have tried to learn Microsoft Access using a book, or by trial and error, and need to use an existing database.

Learning Objectives:

- The basic components of MS Access 2007 and why they're important
- Basic table structure and the importance of relationships
- How to add a field to a table
- How to sort and filter data in the data sheet view
- How to create select queries
- How to create forms
- How to create and print reports
- How to copy data from MS Access 2007 into MS Word and MS Excel

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- February 2–4, 2010 Anchorage, Alaska (3 half-days; MS Access 2007)*
- August 10–12, 2010 Anchorage, Alaska (3 half-days; MS Access 2007)*

*If attending in Anchorage, please bring your own laptop loaded with Microsoft Access and the Northwind database (included with Access software); mouse is recommended.

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses**Introduction to Microsoft Access****Course Description:**

This course introduces the basic skills necessary to present data in Access. It includes tasks such as creating relationships, using simple queries, modifying query results, and analyzing tables. Students will learn how to find, filter, and print data. You will learn how to create basic forms, reports, and use the online Help.

Learning Objectives:

- Discuss the concepts and terms related to a relational database management system
- Open a database or create a new database
- Design, create and save tables in a database to provide management information
- Modify the design layout of tables and queries in a database

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- | | |
|------------------------|---------------------------------|
| • October 7–8, 2009 | Washington, DC (MS Access 2007) |
| • February 10–11, 2010 | Washington, DC (MS Access 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Intermediate Microsoft Access

Course Description:

This course builds upon the basic concepts of Access. It includes tasks to modify tables, set field properties, use operators in queries, design advanced queries, and create action queries. You will learn how to use advanced query wizards and advanced database features.

Learning Objectives:

- Define relationships and join tables in queries
- Use advanced report features
- Create a report in Design View and learn to save, open and close a report
- Use advanced features of tables and queries
- Create and customize forms to control data entry

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Access

Dates/Locations:

- | | |
|-----------------------|-----------------------------------|
| • October 28–29, 2009 | Washington, DC (MS Access 2007) |
| • February 9–10, 2010 | Denver, Colorado (MS Access 2003) |
| • March 10–11, 2010 | Washington, DC (MS Access 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees ...\$250

Advancing Technology: Computer Courses**Advanced Microsoft Access****Course Description:**

This course introduces more in-depth advanced features of tables and queries in Access. Tasks include using charts, subforms/subreports, ActiveX controls, macros, and switchboards. You will learn how to work with indexes, replicate databases, create custom tool bars, and use Access and the Internet.

Learning Objectives:

- Use ActiveX Controls and other forms techniques
- Design and create macros
- Export data to Excel and Word
- Use expressions in calculation controls, improve accuracy in forms, and work with subforms

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Access for Windows, Intermediate Microsoft Access for Windows

Dates/Locations:

- April 14–15, 2010 Washington, DC (MS Access 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Introduction to Microsoft Excel

Course Description:

This course introduces the basic skills necessary for productive development of workbooks to prepare worksheets for publication. It includes tasks to explore Excel, work with the Office Assistant, use basic workbook skills, and format text. You will learn how to create simple formulas, work with columns and rows, format cells, and use automatic formatting and styles.

Learning Objectives:

- Create, save, and retrieve an Excel worksheet
- Create simple formulas and use functions; use AutoSum, AutoCorrect and AutoCalculate
- Format text, numbers, cells and worksheets; use AutoFormat to change data appearance
- Distinguish between the use of Relative and Absolute Cell Referencing

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- | | |
|------------------------|---|
| • November 18–19, 2009 | Washington, DC (MS Excel 2007) |
| • January 20–21, 2010 | Washington, DC (MS Excel 2007) |
| • March 17–18, 2010 | Washington, DC (MS Excel 2007) |
| • April 28–29, 2010 | Albuquerque, New Mexico (MS Excel 2003) |
| • May 12–13, 2010 | Washington, DC (MS Excel 2007) |
| • July 14–15, 2010 | Washington, DC (MS Excel 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Intermediate Microsoft Excel

Course Description:

This course covers the features used to manage data, worksheets, and workbooks. It includes tasks such as using large worksheets, multiple worksheets, and managing data and files. You will learn how to use range names, other functions, and filter data in a list. Participants will learn how to use HTML files and work with comments.

Learning Objectives:

- Use sort-list function, and find and replace data
- Create and format charts
- Edit multiple worksheets simultaneously
- Use AutoShapes and diagrams
- Link worksheet data
- Apply additional worksheet functions for calculations and analysis

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Excel

Dates/Locations:

- | | |
|-----------------------|---|
| • October 20–22, 2009 | Anchorage, Alaska (3 half-days; MS Excel 2007)* |
| • December 9–10, 2009 | Washington, DC (MS Excel 2007) |
| • February 3–4, 2010 | Washington, DC (MS Excel 2007) |
| • March 16–18, 2010 | Anchorage, Alaska (3 half-days; MS Excel 2007)* |
| • April 7–8, 2010 | Washington, DC (MS Excel 2007) |
| • June 9–10, 2010 | Washington, DC (MS Excel 2007) |
| • June 22–23, 2010 | Denver, Colorado (MS Excel 2003) |
| • July 13–15, 2010 | Anchorage, Alaska (3 half-days; MS Excel 2007)* |
| • August 18–19, 2010 | Washington, DC (MS Excel 2007) |

*If attending in Anchorage, please bring your own laptop loaded with Microsoft Excel

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Advanced Microsoft Excel

Course Description:

This course is designed to help students learn the more-advanced features available in Excel for Windows. Students will become familiar with advanced formula construction techniques, more-effective methods for creating formulas, and methods for organizing their worksheets using outlining and other techniques. You will learn methods to eliminate repetitive formatting, and worksheet construction using styles and templates.

Learning Objectives:

- Use advanced functions
- Create and modify pivot tables
- Analyze data using features available through the Excel for Windows Analysis ToolPak
- Create and modify simple worksheet macros

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Excel, Intermediate Microsoft Excel

Dates/Locations:

- | | |
|---------------------|----------------------------------|
| • October 27, 2009 | Denver, Colorado (MS Excel 2003) |
| • March 9, 2010 | Washington, DC (MS Excel 2007) |
| • May 6, 2010 | Washington, DC (MS Excel 2007) |
| • September 1, 2010 | Washington, DC (MS Excel 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses**Introduction to Microsoft PowerPoint****Course Description:**

This course explores the graphical presentation package used in the Windows environment. You will learn how to create a presentation and work with the Office Assistant using basic presentation skills.

Learning Objectives:

- Create and edit multiple presentation slides
- Use all options associated with title and bulleted slides, including text attributes
- Work with drawing objects, images, and clip art
- Use design templates
- Work with different PowerPoint views, including Slide Sorter and Slide Show

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- | | |
|-----------------------|---------------------------------------|
| • January 27–28, 2010 | Washington, DC (MS PowerPoint 2007) |
| • May 19–20, 2010 | Washington, DC (MS PowerPoint 2007) |
| • August 10–11, 2010 | Denver, Colorado (MS PowerPoint 2003) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Advanced Microsoft PowerPoint

Course Description:

This advanced course covers use of various editing tools to create effective presentations. Participants will perform tasks such as creating basic charts, creating and using tables, and customizing presentations for a particular audience.

Learning Objectives:

- Set up the slide show, including timings, transitions and continuous loops
- Create custom charts, including changing the data in a series
- Edit and import charts
- Add special effects, including animation, sound and video

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft PowerPoint

Dates/Locations:

- June 8, 2010 Washington, DC (MS PowerPoint 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses**Introduction to Microsoft Project****Course Description:**

This course is designed to provide the skills necessary for using the fundamental features of Microsoft Project. You will learn how to schedule and organize tasks, adjust resources, assign costs, and work with the critical path.

Learning Objectives:

- Start and manage a project
- Assign task durations, and set task constraints and resources
- Set a baseline, and track progress against the baseline
- View the project on screen, and print project reports

Target Audience: Employees wishing to use Microsoft Project as a tool to streamline the projects they manage

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- | | |
|------------------------|---|
| • February 17–18, 2010 | Washington, DC (MS Project 2007) |
| • June 23–24, 2010 | Washington, DC (MS Project 2007) |
| • July 7–8, 2010 | Albuquerque, New Mexico (MS Project 2003) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses

Advanced Microsoft Project

Course Description:

This course is designed to provide students with the skills necessary to use most of the advanced features of Microsoft Project. It will build on knowledge gained in the introductory course, and give students the opportunity to work with the advanced features of a project plan.

Learning Objectives:

- Analyze multiple projects to apply advanced features
- Use baselines, project tracking, and data distribution
- Evaluate and finalize a project
- Use HTML and web features

Target Audience: This course is designed for students who have a clear understanding of the introductory course, and need to learn and use some of the advanced features of the application.

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Project

Dates/Locations:

- July 7–8, 2010 Washington, DC (MS Project 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses**Introduction to Microsoft Publisher****Course Description:**

This course covers basic features used in Microsoft Publisher. You will explore the Publisher interface, work with the Office Assistant, and create new publications. You will also learn about the advanced features of Microsoft Publisher.

Learning Objectives:

- Learn how to use basic publication skills, Personal information, and text tools
- Change publication design
- Enhance publication text and print, send, and publish
- Learn how to work with drawing objects, format objects, and use graphic images and text boxes
- Customize publications, and use tables and mail merge

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- March 25, 2010 Washington, DC (MS Publisher 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employee...\$125

Advancing Technology: Computer Courses

Introduction to Microsoft Word

Course Description:

This course is an overview of the capabilities of Word as a word-processing program. Designed for those with little or no previous experience in Word, the class will include exercises designed to familiarize you with its different features. You will learn how to use the basic commands, and will improve your understanding of how a word-processing program can help you in your environment.

Learning Objectives:

- Create, edit, and save a document
- Perform operations with the mouse, as well as the keyboard
- Create and edit headers, footers, and page numbers
- Work with multiple documents in memory at the same time

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Dates/Locations:

- November 24, 2009 Washington, DC (MS Word 2007)
- May 5, 2010 Washington, DC (MS Word 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses**Intermediate Microsoft Word****Course Description:**

Intermediate Microsoft Word covers many of the features that can make performance of everyday tasks quicker and easier. You will learn how to insert dates and symbols, edit tables, apply borders and shading, and apply formatting to multiple page documents.

Learning Objectives:

- Format documents with newspaper-style columns
- Insert graphics, and use charts and diagrams
- Prepare documents by merging one file with a separate data file
- Apply section breaks and formatting to long documents
- Create and modify tables

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Word

Dates/Locations:

- | | |
|---------------------|---------------------------------|
| • December 15, 2009 | Washington, DC (MS Word 2007) |
| • April 6, 2010 | Denver, Colorado (MS Word 2003) |
| • May 26, 2010 | Washington, DC (MS Word 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses**Working Effectively With Microsoft Word****Course Description:**

This class is designed for students who often use Microsoft Word, but know they are “doing things the hard way.” During class, students first review basic theory and those practical skills necessary to effectively use Microsoft Word. Then, students use some of Word’s tools, such as editing and reviewing tools, tables, headers and footers. In addition, the class incorporates plenty of time for students’ questions about their particular MS Word issues. The class is especially recommended for people who have learned Microsoft Word by trial and error, migrated from another word processor, or upgraded through several versions of Microsoft Word.

Learning Objectives:

- Know how MS Word “thinks”
- Identify differences between character formatting, paragraph formatting and section formatting
- Work more efficiently using zoom, find/replace, keyboard shortcuts, spell check, autocorrect, etc.
- Learn the most-effective methods of multitasking in MS Word
- Use tables to quickly format portions of documents, like signature lines or simple forms
- Using headers/footers and multiple headers/footers in the same document

Target Audience: All federal employees

Prerequisite: Working knowledge of Microsoft Windows and Microsoft Word

Dates/Locations:

- December 1–3, 2009 Anchorage, Alaska (3 half-days; MS Word 2007)*
- June 8–10, 2010 Anchorage, Alaska (3 half-days; MS Word 2007)*

*If attending in Anchorage, please bring your own laptop loaded with Microsoft Word; mouse recommended.

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses

Advanced Microsoft Word

Course Description:

This course is designed for those who wish to increase their word-processing skills in the areas of multi-page document management and desktop publishing. Participants will prepare a table of contents and an index, set up footnotes, use revision marks, and insert annotation. You will be introduced to the use of programming using Word's macro capability, and to graphics and WordArt.

Learning Objectives:

- Import Excel spreadsheets and use macros and forms
- Sort table data and use formulas in tables
- Create and use Bookmarks
- Enhance text using WordArt
- Create master documents and customize Word preferences

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Word, Intermediate Microsoft Word

Dates/Locations:

- | | |
|--------------------|-------------------------------|
| • January 14, 2010 | Washington, DC (MS Word 2007) |
| • August 12, 2010 | Washington, DC (MS Word 2007) |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

Advancing Technology: Computer Courses

Introduction to Microsoft Visio

Course Description:

This course covers basic features used in Microsoft Visio. Students will learn how to explore Visio and create new drawings. Tasks also include learning how to use basic drawing skills; move, rotate and resize shapes; add text to shapes and create freestanding text; use connectors with shapes; and print and change the page setup for drawings. It also covers additional drawing tools and features in Microsoft Visio.

Learning Objectives:

- Use drawing tools to position, align and distribute shapes
- Create new shapes and format them
- Work with grouped shapes
- Create custom stencils and work with master shapes; work with layers
- Create custom properties and add data to shapes; use predefined reports and create custom reports; create, label, modify, and format organization charts

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment

Dates/Locations:

- July 28–29, 2010 Washington, DC (MS Visio 2007)

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$250

Advancing Technology: Computer Courses**Introduction to HTML 4.01****Course Description:**

In this course, participants will learn how to use good HTML (Hypertext Markup Language) coding practices to create web pages that work in the ever-changing world of web development. Students will learn concepts and practice tasks that foster the transition from HTML to XHTML I.O.

Learning Objectives:

- Use a text editor to set up both global and content structures of an HTML document
- Create links to locations within a site and out to other sites on the Internet
- Format Web page content by using both non-deprecated HTML tags and Cascading Style Sheets
- Incorporate graphics into Web pages as embedded images, links, and backgrounds

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment and internet-technology fundamentals

Dates/Locations:

- | | |
|--------------------|----------------|
| • October 27, 2009 | Washington, DC |
| • March 24, 2010 | Washington, DC |

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: DOI employees...None Other federal employees...\$125

A-360: Introduction to Appraisal Review

Course Description:

This class will teach participants about the appraisal review process through lecture, class discussion, and practice of reviewing appraisals, and reporting the results of that review. The instructor will explain what a review appraiser is, what the reviewer can and can't do, and what the reviewer's responsibilities are; introduce participants to the appraisal review process and to various types of review reports used; demonstrate how to review an appraisal using an actual Uniform Residential Appraisal Report; and discuss the reviewer's independence and avoidance of conflicting situations.

Learning Objectives:

- Understand the types of review processes and reports
- Utilize and comprehend an actual Uniform Residential Appraisal Report
- Gain knowledge of the reviewer's independence
- Have a general knowledge and overview of the appraisal review

Target Audience: Federal appraisers

Dates/Locations:

- March 1–2, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, Problem Solving, Technical Credibility

 **CEUs:** 14

Course Hours: 14 hours plus 2 exam hours

Tuition: All federal employees...\$425

Appraisal Review Courses**A-370: Appraisal Review Under Uniform Standards of Professional Appraisal Practice****Course Description:**

A-370 is designed to teach the student how to review an appraisal report under the standards in the Uniform Standards of Professional Appraisal Practice. The coursework consists of class discussion, examples of typical appraisal problems and case studies. The scope of the course includes the requirements of USPAP for reviews, common errors and deficiencies, discussion examples showing common misconceptions about the requirements of USPAP, review of an agricultural report and report findings, and review of an apartment appraisal report and report findings.

Learning Objectives:

- To understand the Uniform Standards of Professional Appraisal Practice and how to implement these standards when reviewing a report
- Learn to review and understand agricultural report and report findings
- Improve the experience level of federal appraisers
- Learn to review and understand apartment appraisal reports and report findings

Target Audience: Federal appraisers

Prerequisites: A-360: Introduction to Appraisal Review

Dates/Locations:

- March 3–5, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, Problem Solving, Technical Credibility

 **CEUs:** 22

Course Hours: 22 hours plus 2 exam hours

Tuition: All federal employees...\$475

A-380: Appraisal Review Using the UASFLA (Yellow Book)

Course Description:

The purpose of this course is to provide training for review appraisers performing reviews of appraisals for federal land acquisitions. Because this course utilizes the UASFLA, the format follows the outline of Standard C-Standards for Review of Appraisals. The course material expands on the sections in these Standards with pertinent discussion questions and drill problems.

Learning Objectives:

- To gain expert knowledge of federal land acquisition appraisals
- Understanding of the Standards Review of Appraisals

Target Audience: Federal appraisers

Prerequisites: A-360: Introduction to Appraisal Review, and a UASFLA (Yellow Book) seminar or Federal Land Exchanges and Acquisitions course.

Dates/Locations:

- June 14–16, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, Problem Solving, Technical Credibility

 **CEUs:** 16

Course Hours: 16 hours plus 4 exam hours

Tuition: All federal employees...\$475

Appraisal Review Courses**A-390: Advanced Appraisal Review Case Studies****Course Description:**

This course is designed to provide participants with experience in preparing a Commercial Appraisal Review Form, a Standard Appraisal Review Report, and a Narrative Review. Appraisal-review case studies will sharpen participants' review skills, and help them become more proficient reviewers. Three appraisal reports will be reviewed: one commercial form report, one agricultural form report, and one narrative report. Twelve case studies representative of problems the reviewer may encounter will be presented for solutions.

Learning Objectives:

- Understand appraisal case studies and potential problems
- Sharpen and increase the appraiser's skill level
- Learn about the different review forms and how to accurately prepare each form

Target Audience: Federal appraisers

Prerequisites: A-360: Introduction to Appraisal Review, A370: Appraisal Review Under Uniform Standards of Professional Appraisal Practice, A380: Appraisal Review Using the Yellow Book

Dates/Locations:

- June 16–18, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, Problem Solving, Technical Credibility



CEUs: 16

Course Hours: 16 hours plus 4 exam hours

Tuition: All federal employees...\$475

Climate-Change Planning for Government Agencies

Course Description:

In this course, you will examine the activities of your facility and organization in the light of the science and arguments for climate change, and gain a framework for mitigating its contribution to greenhouse gas emissions and climate change. You will review current U.S. climate policy, including the recent ruling by the U.S. Environmental Protection Agency, and how that policy relates to your agency and mission; in addition, you will explore the incentives, resources and programs in place to make your facility or program more climate-friendly, and learn how minimizing the emissions that contribute to climate change can lessen other environmental impacts. If you manage national assets, such as parks or facilities, you will learn how climate change may affect these assets. The course will attempt to highlight agency efforts and practices toward these larger goals, such as the National Park Service's Climate Friendly Parks Program, and provide an overview of resources for making progress toward climate-friendly goals. Participants will also learn how making these efforts to minimize emissions contributing to climate change can lessen other environmental impacts.

Learning Objectives:

- Understand climate science and federal-government resources for staying current on the issues
- Be able to relate effects of climate change to their facility or program activities, and identify key areas for lessening the impact of these effects
- Understand what incentives, programs, and resources exist to execute climate-friendly efforts
- Develop a plan for mitigating negative climate impacts
- Understand how climate change may be affecting the national assets or resources that federal agencies are responsible for managing
- Understand the importance of measuring performance and tracking progress toward achieving climate goals outlined in their plans

Target Audience: Federal employees who manage facilities or programs, including concession-related activities

Dates/Locations:

- November 17–18, 2009 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Strategic Planning

Tuition: All federal employees...\$500

Environmental Courses

Federal Facility Energy Management: The Energy Policy Act, Executive Order 13423, & the Energy Independence & Security Act

Course Description:

In the U.S., energy-related activities account for a significant portion of our greenhouse gas emissions. Federal laws and regulations set multiple energy-management requirements for federal agencies, spanning energy efficiency, renewable energy, water conservation, and alternative fuel use. For example, Executive Order 13423, “Strengthening Federal Environmental, Energy, and Transportation Management,” sets goals in a number of areas including; energy efficiency, renewable energy, and water conservation, and requires more accountability in energy management systems. This course will also help you comply with the Energy Policy Act of 2005, Executive Order 13423 and the Energy Independence & Security Act of 2007. This course will assist federal managers in selecting energy management strategies, meet energy goals and employ energy-efficient tools and report energy-related data. We will examine compliance issues and their impact on the daily facilities’ operations.

Learning Objectives:

- Overview requirements from relevant legislation including the Energy Policy Act of 2005, Executive Order 13423, and the Energy Independence & Security Act of 2007
- Learn effective strategies for energy managers to meet their agency’s or office’s goals and compliance requirements based on available resources
- Learn how to prioritize energy projects to attain desired results
- Understand the value of energy audits and select the most-valuable level of audit for your facility
- Understand the rationale for selecting in-house versus contract professionals for various energy-related projects and some options that are available
- Understand program documentation
- Be able to evaluate alternative energy solutions

Target Audience: Federal employees with energy-related duties and responsibilities

Dates/Locations:

- November 3–4, 2009 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Energy Management, Facility Operations and Maintenance, Program Management, Federal Data Collection and Reporting

Tuition: All federal employees...\$500



Hazardous Waste Operations & Emergency Response (HAZWOPER)

Course Description:

The Occupational Safety and Health Administration Hazardous Waste Operations and Emergency Response standard (HAZWOPER) requires that workers be trained to perform their anticipated job duties without endangering themselves or others. This standard applies to all federal agencies. Federal facilities are located in a wide range of environments, and agencies are responsible for important resources. Recent national events dictate that designated personnel (including law enforcement) be trained as first responders at the operational level. Facility-maintenance and law-enforcement personnel may be at a scene where hazardous materials or weapons of mass destruction have been released, and be required to function as first responders, set up contaminant zones, evacuate personnel, and implement security measures. Many federal agencies are required to provide 40, 24, and 8 Hour HAZWOPER training in accordance with OSHA 29 CFR 1910.120 and National Fire Protection Association 472. This course meets the requirements for the 8-hour HAZWOPER training, and ensures compliance with the Resource Conservation Recovery Act (RCRA) as it related to the HAZWOPER material.

Learning Objectives:

- Review key elements of a safe and effective emergency planning program
- Learn practical aspects of selecting personal protective equipment (PPE) and spill-control supplies
- Review environmental regulations and the National Incident Management System (NIMS) as they apply to federal agencies and facilities
- Understand implementation of the agency's Emergency Response Plan (ERP) or Spill Prevention
- Follow a Control and Countermeasures Plan (SPCC)
- Know how to properly identify unknown hazardous materials and understand the difference between an incidental and non-incidental spill
- Be able to function in an assigned role in the Incident Command System (ICS)

Target Audience: Federal employees with HAZWOPER training who need an 8-hour refresher

Dates/Locations:

- April 20, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Hazardous Waste Operations and Emergency Response

Tuition: All federal employees...\$300

Environmental Courses

How to Be An Effective Collateral-Duty Environmental Manager

Course Description:

The course will emphasize a streamlined approach to environmental requirements beneficial to those managing the environment as a collateral duty. This course will provide students with the skills and tools to successfully navigate the complex world of environmental regulations and responsibilities. Students will be exposed to the fundamentals of environmental management, including environmental regulations and requirements, training, auditing, Environmental Management Systems (EMS), and principles of sustainability.

Learning Objectives:

- Understand the core responsibilities of a collateral-duty environmental manager
- Understand major environmental regulations, how they apply to your facility, and what they require
- Understand principles of sustainability, including pollution prevention, waste reduction, and resource conservation
- Learn what tools and resources are available to successfully manage the environment at your facility

Target Audience: Federal employees who perform environmental functions

Dates/Locations: December 15–16, 2009 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Environmental Compliance, Environmental Management

Tuition: All federal employees...\$500

Identifying & Reporting Environmental & Disposal Liabilities

Course Description:

The federal government is required by the financial accounting standards to report environmental liabilities; therefore, these liabilities have to be properly identified and evaluated. The Department of the Interior refers to these liabilities as “Environmental and Disposal Liabilities”; other federal agencies may have similar terminology, such as “Environmental Financial Liabilities” or use the generic term, environmental liabilities. These liabilities can be relatively small or large for a federal agency, representing as much as billions of dollars in potential liabilities related to asbestos, lead-based paint or active remediation sites. This course will acquaint you with the federal financial accounting requirements and standards as they relate to environmental liabilities. In addition, this course will provide suggested approaches for managing environmental liabilities. You will also gain an understanding of the role of the financial-auditing process in reviewing the liabilities that are being reported.

Learning Objectives:

- Learn a systematic approach for managing environmental liabilities
- Understand how to identify and report environmental liabilities
- Understand the federal financial accounting standards as they relate to environmental liabilities
- Understand roles and responsibilities within an agency for reporting environmental liabilities
- Be provided a brief overview of the federal government’s environmental liabilities

Target Audience: Federal employees whose responsibility it is to identify, manage, evaluate or report environmental liabilities within their agency, including employees supporting the financial office of their agency or employees in the field who are required to provide data on environmental liabilities

Dates/Locations:

- January 26, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Financial Management, Program Management, Reporting Environmental Data

Tuition: All federal employees...\$320

Environmental Courses

Responding to Hazardous Substance Releases

Course Description:

The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), commonly known as Superfund, was enacted by Congress in 1980. This law provided broad federal authority to respond directly to releases or threatened releases of hazardous substances that may endanger public health or the environment. CERCLA authorizes 1) short-term removals, where actions may be taken to address releases or threatened releases requiring prompt response; and 2) long-term remedial response actions that permanently and significantly reduce the dangers associated with releases or threats of releases of hazardous substances that are serious, but not immediately life threatening. These long-term actions can be conducted only at sites listed on EPA's National Priorities List (NPL). Remedial actions, the major part of the CERCLA response program, include the discovery, selection, study, design, and construction of longer-term actions aimed at a permanent remedy. This course will review all the steps of the short-term and long-term response authorized by CERCLA, as well as the resources and guidance available to comply with these CERCLA requirements. As a participant, you will be introduced to tools for preparing for a response, and learn how other facility or agency plans and activities can support a response.

Learning Objectives:

- Understand the circumstances under which a response is required and/or authorized
- Understand hazardous substance release terminology and guidance available on these topics
- Understand the roles and responsibilities within the agency and at the facility level for responding to releases of hazardous substances
- Understand planning and management tools for preparing for a response to a hazardous substance release
- Understand how to report releases of hazardous substances and how these may relate to reporting environmental liabilities

Target Audience: Federal employees at bureau-, facility- or field-level that may be responsible for planning or responding to a hazardous substance release, including operations and maintenance staff

Dates/Locations:

- January 27–28, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Planning and Management of Hazardous Substances, Personnel Management: Using Contractors to Support Operations

Tuition: All federal employees...\$500

FAC-P/PM Courses**Federal Acquisition Certification for Program & Project Managers (FAC-P/PM) Courses**

FAC-P/PM is required for program and project managers who have been assigned to major acquisitions as defined in OMB Circular A-11, Part 7, exhibit 300. Under this three-tiered certification program, essential competencies for the program and project management community were developed and grouped into five coursework areas. These areas are acquisition, project management, leadership/interpersonal, government-specific and earned-value management and cost estimates.

A well-trained acquisition workforce is necessary to ensure that agencies accomplish their mission goals effectively and responsibly. Skilled program and project managers are critical in developing accurate requirements, defining measurable performance standards, and managing contractor activities to ensure that the intended outcomes are achieved.

The FAC-P/PM is not mandatory for all program and project managers; however, at a minimum, program and project managers assigned to programs considered major acquisitions must be senior-level certified unless a waiver is granted by the appropriate agency official. The target completion date for this certification is one year from the date of the assignment to the program or project. Major acquisitions are defined in the Office of Management and Budget (OMB) Circular A-11, Part 7, exhibit 300, *Planning, Budgeting, Acquisition, and Management of Capital Assets*.

The FAC-P/PM certification is not a progressive certification; for example, individuals may be certified at the senior/expert level without having been certified at the two lower levels.

Beginning in FY2008, you are required to earn 80 hours of continuing learning points (CLPs) every two years in order to maintain the FAC-P/PM. One CEU (Continuing Education Unit) equals 10 CLPs, and 1 PDU equals 1 CLP.

Additional guidance and the current competencies for program and project managers will be maintained by FAI at the FAI Web site, www.fai.gov.

The table on the next page shows the courses DOI University is offering in support of FAC-P/PM for FY2010.

FAC-P/PM Courses

FAI Course Topics	Entry Level	Mid-Level/ Journeyman	Senior/ Expert Level
Acquisition		Not required by FAI	Advanced Source Selection <i>See page 16</i>
Project Management	Managing Projects <i>See page 121</i> Risk Management <i>See page 123</i>		Requirements Management: A Key to Project Success <i>See page 129</i>
Leadership/ Interpersonal Skills	Project Leadership, Management, & Communications <i>See page 122</i>	Leading Project Managers <i>See page 128</i>	
Government Specific			
Earned Value Management	Scheduling & Cost Control <i>See page 124</i>	Applied Earned Value Management <i>See page 17</i>	

Federal Grants Courses

Cooperative Agreements & Substantial Involvement

Course Description:

This course focuses on the feature that distinguishes cooperative agreements from grants: awarding-agency substantial involvement.

Learning Objectives:

- Select the appropriate funding instrument
- Distinguish substantial involvement from monitoring duties
- Review model cooperative agreement award documents
- Explore liability issues related to substantial involvement, and discuss misuse of cooperative agreements

Target Audience: Federal personnel who work with cooperative agreements

Dates/Locations:

- April 21–22, 2010 Washington, DC

Note: A representative from the Office of Acquisition and Property Management will begin the class scheduled in Washington, DC on April 21, 2010, by providing information about specific DOI grants policies and regulations.

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Administration

 **CPE Credits:** 8

Tuition: All federal employees...\$465

Federal Grants Courses**Grants Administration for Federal Program Personnel****Course Description:**

This course covers the grants-administration responsibilities of federal-program personnel.

Learning Objectives:

- Review the legal requirements applicable to federal grants
- Explore planning and pre-award tasks, including instrument selection, program announcements, and grantee project-plan review
- Investigate monitoring techniques and best practices, and use data gathered through monitoring to assess recipient progress toward approved project goals
- Apply negotiation techniques to resolve problems that arise during grant performance

Target Audience: Federal program and technical staff who work with grants and/or cooperative agreements

Dates/Locations:

- August 10–13, 2010 Washington, DC

Note: A representative from the Office of Acquisition and Property Management will begin the class scheduled in Washington, DC on August 10, 2010, by providing information about specific DOI grants policies and regulations.

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Administration

 **CPE Credits:** 24

Tuition: All federal employees...\$700

Federal Grants Courses

Introduction to Grants & Cooperative Agreements for Federal Personnel

Course Description:

This course provides a basic, working knowledge of the federal financial assistance process from pre-award through closeout.

Learning Objectives:

- Discuss the legal authorities governing federal assistance programs
- Review the government-wide program announcement template
- Explore the application technique review process
- Discuss audit requirements applicable to recipients of federal funds
- Determine appropriate actions at the end of the grant period

Target Audience: Federal personnel who award or administer grants and/or cooperative agreements

Dates/Locations:

- March 16–19, 2010 Washington, DC

Note: A representative from the Office of Acquisition and Property Management will begin the class scheduled in Washington, DC on March 16, 2010, by providing information about specific DOI grants policies and regulations.

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Administration

 **CPE Credits:** 24

Tuition: All federal employees...\$700

Federal Grants Courses

Monitoring Grants & Cooperative Agreements for Federal Personnel

Course Description:

This course is designed for federal personnel responsible for overseeing administrative, financial, or programmatic performance of grant recipients.

Learning Objectives:

- Develop a monitoring plan
- Evaluate hypothetical grant scenarios to determine whether prior approval is required
- Analyze recipient progress and financial reports to identify deficiencies and potential problem areas
- Identify weaknesses in recipient internal controls through a mock site visit
- Use the Federal Audit Clearinghouse database as a monitoring tool
- Determine appropriate special conditions for high-risk recipients
- Analyze scenarios illustrating recipient waste, fraud, and abuse in federal programs, and determine appropriate responses
- Practice negotiating resolution of problems that arise during grant performance

Target Audience: Federal personnel responsible for overseeing administrative, financial, or programmatic performance of grant recipients

Dates/Locations:

- April 6–8, 2010 Washington, DC

Note: A representative from the Office of Acquisition and Property Management will begin the class scheduled in Washington, DC on April 6, 2010, by providing information about specific DOI grants policies and regulations.

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Administration



CPE Credits: 16

Tuition: All federal employees...\$615

Federal Grants Courses

Understanding National Policy Requirements Affecting Grants

Course Description:

This course covers nonfinancial compliance issues that affect federal grant programs, including generally applicable requirements (e.g., civil rights) and requirements applicable to particular types of grants, including construction and research grants.

Learning Objectives:

- Identify the national policy requirements that apply to different types of grant programs
- Discuss compliance requirements and penalties for noncompliance
- Analyze scenarios to assess compliance with specific national policy requirements

Target Audience: Federal personnel responsible for monitoring grant recipient compliance with national policy requirements

Dates/Locations:

- September 1–2, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Financial Assistance Administration

 **CPE Credits:** 16

Tuition: All federal employees...\$615

Financial Management & Budgeting Courses

Appropriations Law Seminar

Course Description:

This course is designed for everyone who deals with “money” in the federal government, including budget analysts, accountants, auditors, contracting officers, program managers, and attorneys. Participants receive GAO’s Principles of Federal Appropriations Law (the Red Book) in two formats: Printed copies of Volumes 1-2 and CD-ROM of Volumes 1-5 including the Annual Update of the Third Edition, Index, and Table of Authorities. Course topics include sources of appropriations law; how an office gets “money” and what happens to those funds at the end of the year; flexibilities and limitations in the use of appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants; finding conditions of relief from financial responsibility; and applying appropriations law principles to interagency transactions.

Learning Objectives:

- Determine the availability of appropriations as to purpose (including food, gifts, awards, taxes, and clothing), time, and amount
- Promote the legal obligation of funds
- Ensure that obligations are charged to the correct fund sources
- Avoid violations of the Anti-deficiency Act (ADA)
- Avoid critical audits and Congressional reports
- Avoid spending personal money to correct errors if you are a certifying officer

Target Audience: Accountants, auditors, budget analysts, certifying officials, contracting officers, financial managers, program analysts, program managers

Dates/Locations:

- February 9–12, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Conflict Management, External Awareness, Financial Management, Problem Solving, Strategic Thinking

 **CPE Credits:** 32

Tuition: All federal employees...\$765

Financial Management & Budgeting Courses

Auditing Fundamentals in the Federal Environment

Course Description:

This course is designed for federal, state, and local agency personnel whose programs are subject to financial statement audits, attestation engagements, and/or performance audits performed in accordance with Generally Accepted Government Auditing Standards (GAGAS). The course applies to both internal and external audits and is an ideal introductory course for new auditors. Course topics include laws and other requirements for audits; common auditing procedures and techniques; the role of financial statement audit, attestation engagements, and performance audits in program operations and performance; and tips for effective auditor/auditee communication.

Learning Objectives:

- Identify laws, regulations, and other requirements for audits in the government environment
- Discuss how oversight bodies use audit results
- Explain how current Generally Accepted Government Auditing Standards (GAGAS) affect the parties involved in audits
- Analyze audit findings and recommendations
- Use audits to assure accountability of government operations
- Prepare for the audit process, including audit interviews and requests for documentation
- Understand the elements of effective audit reports
- Develop positive auditor relationships that enhance communication and help ensure audit reports contribute to program improvement efforts

Target Audience: Accountants, auditors, budget analysts, financial managers

Dates/Locations:

- August 25–26, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Conflict Management, External Awareness, Financial Management, Problem Solving, Strategic Thinking

 **CPE Credits:** 16

Tuition: All federal employees...\$510

Financial Management & Budgeting Courses

Basic Standard General Ledger

Course Description:

This course provides a basic understanding of the U. S. Government Standard General Ledger (SGL) accounts and transactions. It is designed to explain the basic entries and transactional flows of budgetary and proprietary accounting for basic appropriations and reimbursable operations. This course provides introductory instruction so students can understand and implement the basic components of the US Standard General Ledger.

Learning Objectives:

- Be able to describe the general structure and content of the standard general ledger
- Be able to describe the standard general ledger budgetary and proprietary entries for direct appropriations
- Be able to describe the standard general ledger budgetary and proprietary entries for reimbursable operations

Target Audience: Accountants, budget personnel and managers with some accounting and knowledge of US Government processes and procedures

Prerequisites: Basic understanding of accounting

Dates/Locations:

- February 2–3, 2010 Denver, Colorado
- March 22–23, 2010 Washington, DC

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Accounting Concepts and Standards

 **CPE Credits:** 16

Tuition: All federal employees...\$525

Budget Analyst's Essential Guide to Formulation, Justification, & Execution

Course Description:

This course is designed for financial-management and non-financial-management personnel who could benefit from a “guided tour” through the procedures for formulating, justifying, and executing agency budgets. Course topics include the federal budget process, Performance-based budgeting—including the role of Government Performance and Results Act (GPRA), the President’s Management Agenda (PMA) and the Program Assessment Rating Tool (PART) in federal agency budget activities, how to develop the unit budget, justifying the budget request, implementing budget-execution strategies and procedures, as well as tracking and controlling funds—terms and techniques.

Learning Objectives:

- Facilitate your agency’s participation in the federal budget process
- Budget for costs involving labor and non-labor categories by object class and major program activity
- Identify the characteristics of a results-oriented justification
- Collaborate with program managers to track, monitor, and analyze program spending
- Ensure alignment with the financial plan and apply tools to modify it when appropriate
- Accommodate legislative and the Office of Management and Budget (OMB) requirements by budgeting for agency performance

Target Audience: Accountants, budget analysts, financial managers, program analysts, program managers

Dates/Locations:

- April 6–8, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Conflict Management, Customer Service, Financial Management, Influencing/Negotiating, Strategic Thinking

 **CPE Credits:** 24

Tuition: All federal employees...\$660

Financial Management & Budgeting Courses

Extended Advanced Standard General Ledger

Course Description:

This advanced course is designed to instruct students in the more-advanced concepts of US Standard General Ledger. Topics include the periodic pre-closing and closing entries, along with the structure of US Standard General Ledger accounts that should remain; the flow of accounting transactions through the expired years of an appropriation; and the final canceling entries. Unlike the basic and intermediate course, this course will cover the intricacies of current-year accounting adjustments to standard transactions, along with the entries for interagency and inter-entity transfers of assets and funds. This course provides advanced concepts of federal accounting so students can understand and implement US Government Standard General Ledger accounting as required by OMB, GAO and Treasury.

Learning Objectives:

- Describe pertinent Treasury documentation and guidance
- Describe the adjusting and closing entries of the standard general ledger
- Describe standard general ledger budgetary and proprietary entries for changes and adjustments to direct appropriations and reimbursable transactions
- Describe the standard general ledger budgetary and proprietary entries for appropriation transfers and allocations

Target Audience: Accountants, accounting technicians, budget personnel, and accounting managers

Prerequisites: Completion of a basic standard general ledger class

Dates/Locations:

- March 24–26, 2010 Washington, DC
- May 18–20, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Accounting Concepts and Standards

 **CPE Credits:** 24

Tuition: All federal employees...\$765

Federal Accounting & the US Standard General Ledger

Course Description:

This course is designed for Federal financial staff involved in any aspect of federal accounting policies, procedures, and principles, or in the implementation of financial systems. Course topics include federal accounting concepts and principles, rule-setting bodies and other entities responsible for providing guidance, funding procedures and accounting methods for federal agencies, the US Standard General Ledger, the role and uses of budgetary accounting and proprietary accounting, procedures for updating accounting records for routine agency events, end-of-the period adjustments and account closing entries, the agency's principal financial statements.

Learning Objectives:

- Locate the appropriate sources of guidance relating to federal accounting
- Define the budgetary and proprietary accounting equations and their components
- Associate accounting transactions with the appropriate US Standard General Ledger (USSGL) accounts
- Record budgetary and proprietary transactions for all phases of the accounting and budget execution cycles
- Make appropriate adjusting and closing entries
- Relate account activity to the main components of the federal financial statements

Target Audience: Accountants, auditors, financial managers

Dates/Locations:

- July 13-14, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, External Awareness, Financial Management, Problem Solving, Strategic Thinking

 **CPE Credits:** 16

Tuition: All federal employees...\$510

Financial Management & Budgeting Courses

Principles of Federal Appropriations Law

Course Description:

Resources are reviewed and approved by the US Congress for distribution to the Federal agencies and components. The Constitution and federal law place specific controls on how and when these resources can be used. Everyone associated with the federal government needs to understand the restrictions and flexibilities that exist to ensure the mission is met without violating the law. This course introduces the basic federal budget process, the different types of authority, and basic controls and restrictions that limit the use of federal resources.

Learning Objectives:

- Understand how resources are requested and approved
- Understand and explain the different types of appropriations
- Discuss the general guidelines for controlling the use of federal resources
- Explain the limitations and latitudes on the use of federal resources

Target Audience: Accountants, budget personnel, managers, supervisors and management trainees

Dates/Locations:

- | | |
|------------------------|-------------------|
| • February 17–18, 2010 | Anchorage, Alaska |
| • February 24–25, 2010 | Washington, DC |
| • July 20–21, 2010 | Denver, Colorado |

Time: For specific time and room location, go to www.doi.gov/training

Competencies Addressed: Budget Concepts and Process, Budget Presentation and Justification, Federal Accounting, Basic Government Accounting/Operations, Budgeting and Accountability

 **CPE Credits:** 16

Tuition: All federal employees...\$550

Financial Management & Budgeting Courses

SF-133 Report on Budget Execution & Budgetary Resources

Course Description:

This intermediate-level course instructs participants in federal-budget reporting concepts included in the SF-133. Discussions will include the background and structure of the SF-133, the guidance provided by OMB Circular A-11, a line-by-line explanation of preparation and meaning, and review of the correlation to the federal budget-execution process.

Learning Objectives:

- Discuss the purpose, organization and reporting of the SF-133
- Define the detailed structure of the SF-133—line by line
- Prepare the SF-133

Target Audience: Accountants, accounting technicians, budget personnel, organizational managers and accounting managers responsible for the preparation, review, analysis or use of the SF-133

Prerequisites: Knowledge of federal-budget procedures and terminology (completion of Basic Standard General Ledger recommended)

Dates/Locations:

- April 13–14, 2010 Denver, Colorado
- July 7–8, 2010 Washington, DC

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Federal Accounting Concepts and Standards

 **CPE Credits:** 16

Tuition: All federal employees...\$525

Financial Management & Budgeting Courses

Understanding Budget Formulation & Execution

Course Description:

This course is designed to take participants through the budget formulation and execution process, while providing effective tools and techniques for implementation.

Learning Objectives:

- Recognize federal budgeting, appropriations and their after-life, apportionments, allotments, expenditures, commitments and obligations, and formulas
- Prepare a budget
- Know the importance of analysis
- Construct a budget and prepare supporting documentation

Target Audience: Budget, program and administrative personnel, analysts, managers and supervisors, and other federal employees involved with budget preparation

Dates/Locations:

- | | |
|---------------------|-------------------|
| • March 9–12, 2010 | Anchorage, Alaska |
| • March 16–19, 2010 | Denver, Colorado |
| • May 25–28, 2010 | Washington, DC |

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Budget Concepts and Processes, Planning, Budgeting and Accountability/Business Practices

 **CPE Credits:** 32

Tuition: All federal employees...\$1,100

FPPS/Payroll Courses

The following courses are offered through NBC Denver, and are scheduled on a quarterly basis. For the most-recent course schedules, please go to the DOIU website at www.doi.gov/training For registration information, please call the DOIU Denver Leadership and Performance Center at 303-969-5630.

Quicktime Time & Attendance (T&A) Web-based Training

Quicktime is a web-based automated Time and Attendance (T&A) system that allows employee entry of time, as well as traditional timekeeper data entry. There are four modules of instructor-led training for the different roles within the Quicktime software.

Administrator Module • Six Hours

The Quicktime administrator module provides instruction on how to establish and maintain system configuration, maintain passwords, add employees, define employee relationships, set up offices, produce interface files with the Federal Personnel/Payroll System (FPPS), and run reports.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of an administrator

Target Audience: Employees, NBC customers and clients who have little or no experience using the Quicktime automated system

Timekeeper Module • Four Hours

The Quicktime timekeeper module provides instruction on how to establish employee profiles, validate employee time-and-attendance (T&A) online records, and maintain historical T&A records in a timely manner.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the responsibilities and duties of a timekeeper

Target Audience: Employees with T&A administrator responsibilities who have little or no experience using the Quicktime automated system

Certifier Module • Two hours

The Quicktime Certifier module provides instruction on how to certify the accuracy of employees' biweekly Time and Attendance (T&A) online records, approve or disapprove leave and extra-hours requests, and run reports.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of a certifier

Target Audience: Employees with certifier responsibilities who have little or no experience using the Quicktime automated system

Employee Module • Two hours

The Quicktime employee module provides instruction on how to input and verify a biweekly Time and Attendance (T&A) record online, and how to enter leave and extra-hours requests.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of an employee

Target Audience: Employees who have little or no experience using the Quicktime automated system

FPPS/Payroll Courses

Federal Personnel/Payroll System (FPPS) Training

Web FPPS Requesting Office (RO) (using a web browser) • Four Hours

Class exercises demonstrate ways to initiate, change, and track an SF-52 generated by the RO using a web browser.

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in an RO who have little or no experience using the FPPS to process actions

FPPS Requesting Office (RO) (using 3270 screen emulation) • Four Hours

Class exercises use 3270 screen emulation to give practice in ways of initiating, changing, and tracking an SF-52 generated by the RO.

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in an RO who have little or no experience using the FPPS to process actions

Web FPPS Servicing Personnel Office (SPO) (using a web browser) • Two Days

Class exercises demonstrate ways to process the most-common types of SF-52s and to maintain employee and position information using a web browser. *Note: This class does not cover the Requesting Office (RO) processes – see Web FPPS Requesting Office (RO).*

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action from the Requesting Office (RO) to a completed SF-50 Notification of Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in a SPO who have little or no experience using the FPPS to process actions

FPPS Servicing Personnel Office (SPO) (using 3270 screen emulation) • Two Days

Class exercises cover the commands used to process the most-common types of SF-52s and how to maintain employee and position information using 3270 screen emulation. *Note: This class does not cover the Requesting Office (RO) processes—see FPPS Requesting Office (RO).*

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action from the Requesting Office (RO) to a completed SF-50 Notification of Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in a SPO who have little or no experience using the FPPS to process actions

Web FPPS Time and Attendance (T&A) (using a web browser) • One day

Students process actions in the Federal Personnel/Payroll (FPPS) Time and Attendance (T&A) Input System using a web browser. Class exercises cover ways to initiate, change, reassign, certify, release, and track a T&A. *Note: This class does not cover pay-update processes.*

Learning Objective:

- Gain specific knowledge and experience processing employee time-and-attendance (T&A) records through the online, integrated, real-time FPPS

Target Audience: Timekeepers responsible for processing time-and-attendance (T&A) records who have little or no experience using the FPPS T&A Input System

FPPS Time and Attendance (T&A) (using 3270 screen emulation) • One day

Students process actions in the Federal Personnel/Payroll (FPPS) Time and Attendance (T&A) Input System using 3270 screen emulation. Class exercises cover how to initiate, change, reassign, certify, release, and track a T&A. *Note: This class does not cover pay-update processes.*

Learning Objective:

- Gain specific knowledge and experience processing employee time-and-attendance (T&A) records through the online, integrated, real-time FPPS

Target Audience: Timekeepers responsible for processing T&A records who have little or no experience using the FPPS T&A Input System

Web FPPS Security (using a web browser) • Two Days

This class covers all aspects of the Federal Personnel/Payroll System (FPPS) Security Administrator and Security Point-of-Contact (SPOC) functionality. Using a web browser, students will learn to set up offices, users, and route paths in the FPPS.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees who are designated as their agency security administrators and/or their agency security points-of-contact who have little or no experience using the FPPS to establish or to maintain offices, users, and route paths

FPPS Security (using 3270 screen emulation) • Two Days

This class covers all aspects of the Federal Personnel/Payroll System (FPPS) Security Administrator and Security Point-of-Contact (SPOC) functionality. Using 3270 screen emulation, students will learn to set up offices, users, and route paths in the FPPS.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees who are designated as their agency security administrators and/or their agency security points-of-contact who have little or no experience using the FPPS to establish or to maintain offices, users, and route paths

FPPS Security Planning Workshop • Two Days

This planning workshop is designed to provide Federal Personnel/Payroll System (FPPS) clients with information covering all aspects of the FPPS Security Administrator and Security Point-of-Contact (SPOC) responsibilities prior to implementation onto the FPPS. Students will participate in discussions, and work through exercises to establish new-user IDs; to reset passwords; and to identify office types, office printers, user types, data-access definitions, FPPS command selections, servicing personnel office screen selections, signature authorities, and route-path requirements for their agency as well as the options that exist for processing personnel actions. Discussion of timekeepers' security roles and responsibilities will also be covered if applicable to the agency.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees designated as security administrators and/or security points-of-contact with little or no experience using the FPPS. This workshop should be attended prior to implementation onto the FPPS and before taking the Web FPPS Security training

Basic Datamart • Two Days

This two-day class is designed to teach end-users how to build queries and reports using the Federal Personnel/Payroll (FPPS) Datamart Brio Insight product. Participants access Brio query documents from the web. Students learn how to build queries using pre-built data models, how to create reports, and how to analyze data. Topics covered will be reinforced by frequent exercises.

Prerequisites: Knowledge of FPPS data, Windows experience, and some query experience

Learning Objective:

- Gain specific knowledge and experience on how to extract data from FPPS Datamart by creating and modifying various queries using ad-hoc data models, and how to manipulate, modify, and format the data

Target Audience: DOI employees, NBC customers and clients required to query and to create reports with FPPS data

Advanced Datamart • Two Days

This class is designed for users with prior experience using the Federal Personnel/Payroll System (FPPS) Datamart Brio Insight product. Course content will expose the student to the advanced features and functions of this web-based application. Students will use a web browser in a hands-on environment to access the FPPS Datamart. Structured practical exercises will allow students to reinforce the information and concepts presented. Students will create queries, tables, pivots, charts, and reports. Query data will then be manipulated, modified, and formatted, using all five adaptive report levels for analysis of the information.

Prerequisite: Basic Datamart

Learning Objectives:

- Gain specific knowledge and experience using the advanced features and techniques of the Brio Insight application
- Use tables, pivots, and various charts to build a comprehensive report incorporating elements of all of the adaptive levels within Brio Insight
- Use adaptive levels within Brio Insight to analyze data

Target Audience: DOI employees; NBC customers and clients required to query, to create reports, and to analyze FPPS data

Basic Datamart—EEO • One Day

This course is designed to instruct end-users how to build EEO-specific queries and reports using the Federal Personnel/Payroll System (FPPS) Datamart application. Participants access the FPPS Datamart EEO query documents from the web. Students learn how to build EEO-specific queries using pre-built data models, create EEO-specific reports, and analyze EEO data. Frequent exercises reinforce the topics learned.

Prerequisite: Must have EEO access/authority

Learning Objective:

- Gain specific knowledge and experience extracting EEO data from FPPS Datamart by creating and modifying EEO-specific ad-hoc queries and reports

Target Audience: NBC customers and clients with access to EEO data required to query and create reports with FPPS EEO data

FPPS/Payroll Courses

FPPS Timekeeper Training • One Day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) pay codes, as well as FPPS Time and Attendance (T&A) functionality and navigation. Students will be given the opportunity to initiate and correct T&As, and to establish and maintain Master T&A records using either the FPPS 3270 screen emulation or the Web FPPS process. Students will be able to access reference materials using a web browser.

Learning Objectives:

- Understand and apply FPPS pay codes
- Navigate the FPPS T&A system
- Use reference materials to assist with T&A processing

Target Audience: Either newly designated timekeepers who have no prior knowledge of timekeeping, or timekeepers who are unfamiliar with input requirements of the FPPS T&A System— *Note: Not for users of Quicktime or other timekeeping systems*

Dates/Locations/Times: For specific information, go to www.doi.gov/training

Tuition: All federal employees...\$150

FPPS Payroll Update Training • One Day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) commands used to initiate and maintain payroll transactions comprising the employee's payroll master record. FPPS menu options include Employee/Position Maintenance, Special Pay Maintenance, and Charity Mass Input/Change. Interpretation of the Pay Detail View (PDVW) is also provided.

Learning Objectives:

- Input changes to an employee's address, tax, entitlement, and voluntary-deduction records
- Gain familiarity in initiating and maintaining Entitlement and Combined Federal Campaign records

Target Audience: Employees responsible for, but unfamiliar with, FPPS functionality, navigation, and commands used for Payroll Master Record input and changes

Dates/Locations/Times: For specific information, go to www.doi.gov/training

Tuition: All federal employees...\$150

FPPS/Payroll Courses

FPPS Leave Share Training • One-half day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) commands used to initiate and maintain payroll transactions for the Leave Share Program.

Learning Objectives:

- Initiate and maintain Leave Share Recipient and Leave Share Donor records in FPPS
- Interpret leave-share information on employee leave views in FPPS and on the Leave and Earnings Statement (LES)

Target Audience: Employees responsible for, but unfamiliar with, FPPS functionality, navigation, and commands used for Leave Share input and changes

Dates/Locations/Times: For specific information, go to www.doi.gov/training

Tuition: All federal employees...\$75

Leadership, Management, & Supervisory Development Courses

40-Hour Supervision: Level I—Basic Skills

Course Description:

This five-day course is designed to help supervisors, managers, and team leaders develop the supervisory skills outlined in OPM Bulletin 06-04(412). Course topics include a broad overview of the rules and regulations of supervision, including hiring, managing employee performance, employee development, assigning duties, maintaining discipline, and many more.

Learning Objectives:

- Identify rules and regulations affecting supervision
- Review merit-system principles
- Distinguish the supervisor's role in managing performance, rewarding employees, and disciplining and controlling absenteeism
- Identify responsibilities for of staffing, promotion, classification and position management
- Discuss labor-management relations, EEO, diversity, and ethics

Target Audience: All managers, supervisors and team leaders

Dates/Locations:

- | | |
|-------------------------|-------------------------|
| • October 19–23, 2009 | Albuquerque, New Mexico |
| • October 19–23, 2009 | Fairbanks, Alaska |
| • October 26–30, 2009 | Washington, DC |
| • October 26–30, 2009 | Anchorage, Alaska |
| • December 7–11, 2009 | Denver, Colorado |
| • January 11–15, 2010 | Albuquerque, New Mexico |
| • May 10–14, 2010 | Denver, Colorado |
| • May 17–21, 2010 | Albuquerque, New Mexico |
| • June 7–11, 2010 | Denver, Colorado |
| • July 12–16, 2010 | Washington, DC |
| • August 16–20, 2010 | Denver, Colorado |
| • September 20–24, 2010 | Washington, DC |

**Additional Session
Scheduled
Due to Popular Demand**

August 9–13, 2010
Albuquerque, New Mexico

\$Special Session Tuition
All federal employees...\$750

Time: For specific times and room locations, go to www.doi.gov/training

Competency Addressed: Human Capital Management

Tuition: DOI employees...None Other federal employees...\$750

Leadership, Management, & Supervisory Development Courses

40-Hour Supervision: Level II

Course Description:

A federal supervisor/manager must be a leader who can direct and guide employees in accomplishing the missions of bureaus, offices and agencies. This course provides the knowledge and skills for supervisors and managers to effectively manage the workforce, and meets the Department of the Interior’s mandated supervisory training requirements.

Learning Objectives:

- Learn how to manage conflict in a constructive manner
- Apply team processes and group dynamics techniques to improve teamwork
- Use effective tools for decision-making and problem solving
- Communicate with integrity and resolve ethical dilemmas objectively
- Learn appropriate methods of applying power, authority, and influence to build support and/or consensus for achieving organizational goals
- Develop methods and tools for developing leadership capacity in others

Target Audience: Managers, supervisors, and anyone who performs supervisory functions

Dates/Locations:

- October 19–23, 2009 Denver, Colorado
- December 7–11, 2009 Albuquerque, New Mexico
- January 25–29, 2010 Reston, Virginia
- May 10–14, 2010 Washington, DC
- August 9–13, 2010 Denver, Colorado
- March 1–5, 2010 Anchorage, Alaska

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Human Capital Management

Tuition: DOI employees....None Other federal employees...\$750

Leadership, Management, & Supervisory Development Courses

Building & Leading Effective Teams

Course Description:

Creating and maintaining effective teamwork in organizations can be a challenge. This workshop is targeted at assisting teams with core issues such as improving communication, tapping into creativity, maximizing resources, overcoming resistance, dealing with change in a positive way, and increasing productivity. Participants will learn how to: build and sustain a high-performing team, diagnose and treat problems to get things back on track, and apply the golden rules of teamwork. Participants will leave with an integrated set of skills, knowledge, and plans to renew team spirit, enhance performance, and improve team leadership.

Learning Objectives:

- Discover how to enhance team effectiveness and produce creative solutions to team challenges
- Explore ways to build team motivation and revitalize commitment
- Take away tools and resources that will instill team cohesiveness
- Gain personal insight into how individual actions and behaviors affect teamwork
- Understand the role and value of team leadership in achieving results, including the necessity for effective interpersonal communication, methods for maximizing resources and talents within the team, the importance of goals and vision, and tools for problem-solving and managing conflict and differences

Target Audience: Managers, supervisors, team leaders, project leaders, or anyone working formally or informally on teams, or leading groups to achieve results

Dates/Locations:

- June 22–23, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Team Building/Motivating, Conflict Management, Interpersonal Skills

Tuition: All federal employees...\$570

Changing the Essence: Planning Change in Organizational Culture, Climate, Goals, & Programs

Course Description:

Today dramatic change is a given. Leaders can accept it begrudgingly, or seize it as an opportunity to grow people and change the culture and climate of entire departments, while achieving immediate, short-term and long-term goals. This intensive course offers senior leaders the opportunity to engage in strategic, vision-centered planning using models that address culture change, strategic change for goal attainment, and leadership development. Pre-seminar surveys of stakeholders in each participant's organization will assess organizational culture, climate, leadership, and practices, providing real-time data for participants' discernment and planning processes. A free follow-up group-coaching session (via conference call) will be available during the first 30 days after the course.

Learning Objectives:

- Identify organizational cultural characteristics creating high-level efficiency, effectiveness, and excellence, and create a plan of action to develop and integrate them in the organization
- Practice vision-centered, outcome-based planning to achieve immediate, short-term and long-term goals
- Evaluate four areas of organizational development to reduce chaos, conflict, and performance redundancy
- Learn how to form, manage, and sustain an executive management team
- Learn key leadership behaviors, practices and paradigms for successful and lasting change
- Learn how to overcome apathetic resistance and create action plans to overcome internal and external forces that can negatively impact positive change
- Learn how to leverage various aspects of power through their strategic use at appropriate times
- Learn creative thinking tools to resolve persistent problems in holistic fashion

Target Audience: Senior managers, directors, deputies, members of leadership teams

Dates/Locations:

- March 9–11, 2010 Washington, DC

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Problem Solving, Accountability, Vision/Communicating Vision, Strategic Thinking, Integrity/Honesty, Creativity and Innovation, Customer Service, Flexibility

Tuition: All federal employees...\$550

Leadership, Management, & Supervisory Development Courses

Creating & Working in an Ethical Culture: Integrity & Trust Building

Course Description:

Workplace ethics are every employee's responsibility. This three-day, interactive workshop will help you learn skills for creating, sustaining, and nurturing a spirit of shared stewardship, sound ethical behavior, and creative approaches to routine issues and challenges.

You will improve your ability to recognize and use emotional-intelligence and strategic communication, as well as opportunities and methods for building and maintaining trust; learn about how your responsibility for yourself and to others influences good team dynamics; and examine the role of values, personal and professional goals, and decision-making strategies in helping you become an example to others.

Learning Objectives:

- Understand and recognize strategies for becoming an ethical culture builder
- Learn ways to create a sense of shared stewardship
- Develop mechanisms for establishing and conducting “challenge” sessions for the collaborative and collective management of values, cultural variants, and ethical behaviors
- Develop and implement a work-unit code of ethics reflecting DOI ethical tenets
- Practice a twelve-step process for identifying, addressing, and resolving ethical dilemmas
- Develop communication strategies for taking responsibility for self and expecting it of others
- Use eight-steps for creative decision-making, and problem identification and resolution
- Recognize how values, attitudes, and emotions can affect decision-making, creative approaches to work challenges, as well as the creation and maintenance of viable teamwork structures
- Complete an ethics inventory that identifies levels of workplace ethical conduct
- Recognize the relationship of emotional health to ethical behavior in the workplace

Target Audience: Managers, supervisors, group and team leaders, other employees

Dates/Locations:

- | | |
|-----------------------|----------------|
| • October 20–22, 2009 | Washington, DC |
| • June 1–3, 2010 | Washington, DC |

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Decisiveness, Accountability, Team Building/Motivating

Tuition: DOI Employees...None Other federal employees...\$600

Cultural Diversity & Ethics Guidelines for Federal Employees

Course Description:

This highly interactive program encourages you to explore diversity in a safe and professional learning environment. You will find important reasons for managing diversity in our rapidly changing work environment. Differences in culture, age, gender and race will be reviewed as we discover how to transcend these differences and bridge gaps. The meaning of cross-cultural communication, the pluses, the challenges, and the importance of sensitivity will be explored. A greater understanding of each person's values, biases and stereotypes will be examined as we learn how these affect our professional relationships. A series of case studies will help you more fully understand the ethical challenges you face as a government employee. A review of the laws and regulations you must follow will help you better carry out your work and fulfill the public trust placed in you as a public servant. The program offers tools, tips and strategies for staying within the law while still preserving relationships in an honest, forthright and ethical manner.

Learning Objectives:

- Learn how to affirm a cross-cultural environment through seven important communication strategies
- Understand twelve reasons for valuing diversity
- Achieve maximum potential by tapping into differences
- Learn six techniques to help you effectively communicate with all types of people
- Participate in case studies dedicated to deciphering cultural, age and gender differences

Note: This program is designed to prevent conflicts of interest on the part of government employees through greater knowledge and in-depth understanding of the laws and regulations to which federal workers must adhere

Target Audience: DOI employees, supervisors, managers and executives

Dates/Locations:

- May 11–12, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Leveraging Diversity, Developing Others, Team Building/Motivating, Accountability, Decisiveness, Problem Solving, Political Savvy, Influencing/Negotiating

Tuition: DOI employees....None Other federal employees...\$425

Leadership, Management, & Supervisory Development Courses

Delegation: Developing Others Through Shared Work

Course Description:

Effective delegation is one of the most-powerful tools for leading and directing the work of others. When used appropriately, delegation allows managers to strategically allocate workload while providing challenging developmental assignments for their staff. And yet, delegation is one of the most misunderstood and misused tools in the workplace today.

This workshop will show participants how to design delegation plans for their team. It covers some of the common myths and misconceptions about delegating work to others, and shows how good delegation is adapted to the needs and abilities of individual employees. Managers who effectively delegate not only distribute work more effectively, but also grow self-confidence and sense of achievement in their staffs.

Learning Objectives:

- Understand the importance of delegating, and the problems with poor delegation
- Create a total-team delegation plan
- Communicate the purpose of every delegated assignment
- Use a multi-level delegation model
- Use delegation as a tool for staff development
- Develop a method to monitor progress and take corrective action

Target Audience: Federal employees who directly or indirectly manage others, or who provide direction and leadership to staff without direct reporting authority (e.g., project leaders or matrix managers)

Dates/Locations:

- April 13, 2010 Reston, Virginia

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Decisiveness, External Awareness, Flexibility, Influencing/Negotiating, Interpersonal Skills, Problem Solving

Tuition: All federal employees...\$250

Effective Employee Supervision

Course Description:

This course equips the management official with the skills and knowledge of procedures for conducting effective employee counseling to address problem behavior and performance issues. It provides information about the importance of the correct procedures to follow in the early stages of counseling and in follow-up procedures, with an emphasis on legal requirements from appellate authorities that affect employee issues.

Learning Objectives:

- Understanding the disciplinary responsibilities of supervisors
- Distinguishing between performance and conduct
- Using effective employee counseling techniques
- Understanding procedures for progressive discipline
- Using performance-based actions
- Understanding the burden of proof
- Identifying problems with performance standards

Target Audience: Supervisors and managers

Dates/Locations:

- January 26–28, 2010 Anchorage, Alaska

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Human Capital Management, Interpersonal Skills

Tuition: All federal employees...\$575

Leadership, Management, & Supervisory Development Courses

Emotional Intelligence in the Workplace

Course Description:

Researchers have begun to uncover the power that our emotional worlds have in determining success in all human endeavors: emotional intelligence (EI). At the root of EI is the ability to understand our own emotions, manage them, and use them for our own good. This course summarizes the research supporting the EI concept, and explores the role of EI in the workplace. Attendees will have hands-on opportunities to develop their own EI, and will learn effective strategies for integrating EI into all work endeavors and interactions.

Learning Objectives:

- Manage difficult situations, solve problems, and overcome obstacles in a confident, productive manner
- Identify and reduce stress, become more professionally focused, productive and satisfied
- Examine how EI affects careers, work productivity/relationships, health and self-esteem

Target Audience: All federal employees wanting to develop strong interpersonal skills and strategies to deal with demanding work assignments and schedules, conflict, group problems and decisions

Dates/Locations:

- | | |
|---------------------|------------------|
| • November 18, 2009 | Reston, Virginia |
| • February 11, 2010 | Denver, Colorado |

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Continual Learning, Leveraging Diversity, Customer Service, Interpersonal Skills

Tuition: All federal employees...\$250

Leadership, Management, & Supervisory Development Courses

Employee Relations for Supervisors & Managers

Course Description:

An in-depth, hands-on learning situation covering supervisory and managerial responsibilities when discipline and/or performance-based correction is needed for employees. In addition, this course will cover issues concerning leave (annual, sick, FMLA, etc.), reasonable accommodation, last-chance and firm-choice agreements, threats and violence, substance and drug abuse, off-duty misconduct, the crime provision and indefinite suspensions.

Learning Objectives:

- Recognize and respond to conduct problems
- Differentiate between performance and conduct issues
- Understand how to deal effectively with problem employees
- Understand supervisory rights and responsibilities in the employee-relations area, including leave administration

Target Audience: Supervisors, managers, employee-relations professionals

Dates/Locations:

- November 17–19, 2009 Denver, Colorado

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Conflict Management, Developing Others, Team Building/Motivating, Problem Solving, Oral Communication, Integrity/Honesty

Tuition: All federal employees...\$425

Leadership, Management, & Supervisory Development Courses

The Entrepreneurial Leader: Advanced Leadership Skills for Today's Managers & Supervisors

Course Description:

The management cadre of the civil service faces demands that lie outside the traditional scope of supervision: increasing diversity of the workforce, changing values among different generations of employees; loss of large numbers of senior, experienced staff; changing philosophy regarding mission and scope. Many agencies are embracing a model that parallels the private sector, and are redefining themselves into a business model. In this evolving environment, the ability to be forward-looking and innovative is critical. This highly interactive seminar will provide practical skills and ideas that apply to your workplace.

Learning Objectives:

- Understand advanced leadership skills relevant to the challenges of your work
- Learn different perspectives on combining leadership and management
- Use different communication techniques that facilitate clarity and energize your employees
- Understand the importance of creating alignment, and learn effective techniques to accomplish this
- Use feedback and disclosure as techniques to increase trust
- Use iteration as a process of continual improvement

Target Audience: Federal managers and supervisors who welcome the chance to explore ways of bringing a successful business perspective to their roles

Dates/Locations:

- June 8–9, 2010 Reston, Virginia
- September 1–2, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Leveraging Diversity, Decisiveness, Entrepreneurship, Influencing/Negotiating, Political Savvy, Vision/Communicating Vision

Tuition: All federal employees...\$500

Expert Management Techniques: Supervision, Group Performance, & Creative Problem-Solving

Course Description:

After learning basic supervisory skills and developing the managerial skills needed to improve programs and develop people, the next step is to build the work unit and organization for the future.

One of the major blocks to great performance is lack of trust. Whether based on hard experience, or concern about another's ideas and motives, lack of trust results in lower productivity, reduced creativity, and an unwillingness to take risks.

Because the makeup of the workforce is changing with the new generation, and the makeup of management is changing due to increased federal retirement, building and enhancing team performance through creative practice and critical thinking is more demanding. Knowing how to encourage creativity is the first step to developing stronger decision-making skills.

The activities and individual assessments in this course that will provide supervisors and managers at all levels an in-depth study of creative team development and human interaction.

Learning Objectives:

- Learn how to use critical thinking and increased communication skills to problem solve creatively
- Learn how to create a common language to address trust issues
- Learn your personal decision-making style and understand strategic decision-making
- Understand individual and groupthink decisions
- Understand team building in today's workforce

Target Audience: All federal supervisors and managers

Dates/Locations:

- April 26–30, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Continual Learning, Creativity and Innovation, Flexibility, Strategic Thinking, Vision/Communicating Vision, Team Building/Motivating, Integrity/Honesty, Decisiveness, Problem Solving, Influencing/Negotiating, Interpersonal Skills, Oral Communication, Political Savvy

Tuition: DOI employees....None

Other federal employees...\$675

Leadership, Management, & Supervisory Development Courses

Handling Problem Employees: The Tools, Legalities, & Strategies for Federal Supervisors

Course Description:

Problem employees are the federal supervisor's greatest challenge. Handling them requires speed, confidence, knowledge, and the ability to confront. This popular two-day program will give federal supervisors step-by-step prescriptive guidance for handling the nine types of problem employees. Discussions of the legalities of discipline in the federal service are combined with practical strategies for dealing with all types of problem employees. In addition, the program shows participants how to deal with common issues that require special handling: workplace violence, absenteeism, insubordination, off-duty conduct, and alcohol and drug offenses.

Learning Objectives:

- Recognize the nine types of problem employees
- Understand why handling problem employees is important
- Know the legal and practical tools available to correct problems
- Develop a disciplinary case
- Gain the knowledge and confidence needed to handle problem employees

Target Audience: All federal supervisors and managers

Dates/Locations:

- | | |
|---------------------|-------------------------|
| • March 16–17, 2010 | Albuquerque, New Mexico |
| • July 27–29, 2010 | Denver, Colorado |

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Human Capital Management, Interpersonal Skills, Conflict Management

Tuition: All federal employees...\$350

The Human Resources Professional as Consultant & Trusted Partner

Course Description:

Given the new and innovative HR trends, fast-paced technological advances, tight budgets and challenging demographics, it is more critical than ever for HR professionals to become active, contributing, value-added partners with their customers. This two-day workshop is designed for those who provide human-resource support in the face of chaos, change, and the ever-increasing customer expectations. Participants learn a proven approach and tools for working collaboratively with their customers to understand the business. They learn what it takes to become a sought-after partner and increase their own job satisfaction.

Learning Objectives:

- Gain an understanding of the changing role of the HR professional in today's workplace
- Learn what it takes to move from a transaction-based service provider to a strategic partner
- Learn why it is so critical to understand the needs and priorities of your customers and how to go about learning them
- Learn tools and models for enhancing your influence and credibility as a consultant
- Understand and practice proven communication and collaboration techniques to enable you to build the networks and alliances you need

Target Audience: Human resources professionals who provide HR advice and assistance

Dates/Locations:

- February 17-18, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Continual Learning, Creativity and Innovation, Customer Service, Entrepreneurship, External Awareness, Human Capital Management, Influencing/Negotiating, Interpersonal Skills, Partnering

Tuition: All federal employees...\$600

Leadership, Management, & Supervisory Development Courses

Leadership & Management Skills for Non-Managers

Course Description:

Participants will learn essential skills to gain the respect and support of others, as well as how to influence without authority. They will learn to use their roles within the organization to lead, handle different personality types, solve problems and make decisions, become change managers, and build solid, long-lasting working relationships.

Learning Objectives:

- Understand the critical role effective communication plays in managerial success
- Learn tools and methods for anticipating and resolving conflict constructively
- Develop tools for decision-making and problem solving
- Understand how to build and sustain effective working relationships upward, across, and with other employees
- Describe the role of change in organizations and how the leader functions as a change agent

Target Audience: Individuals who are not in supervisory/managerial positions but lead others and/or need to get work done through others and want to improve their leadership skills

Dates/Locations:

- July 13–15, 2010 Denver, Colorado
- August 24–26, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Conflict Management, Decisiveness, Interpersonal Skills, Oral Communication, Problem Solving, Written Communication

Tuition: All federal employees...\$550

Leading With Integrity

Course Description:

The course will engage participants and guide them through identifying, practicing and developing expertise in the skills of unconditional responsibility, essential integrity and ethical decision-making. Through dialogue and activities, participants will explore the concepts of locus of control, their own values, how organizations exhibit values, alignment between behavior and values as a measure of integrity, ethical standards, and models of ethical decision-making. The class has clear ties to the fundamentals of success for executive leadership. A textbook, *Conscious Business*, by Fred Kofman.

Learning Objectives:

- Reframe individual thoughts and perspectives to become a “player,” and to practice unconditional responsibility
- Align behavior with values as a measure of integrity
- Understand various models of values-based decision-making
- Understand how to apply values in order to solve real organizational problems
- Expand ethical capacity by sharpening skills through practice, broadening world view, and strengthening motivation

Target Audience: Managers, supervisors, team leaders, project leaders, or anyone interested in understanding how integrity is measured and how to apply ethical principles to problems and decision-making

Dates/Locations:

- May 5–6, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Integrity/Honesty, Interpersonal Skills, Resilience, Flexibility, Problem-Solving, Continual Learning, Decisiveness, Accountability

Tuition: All federal employees...\$1,100

Leadership, Management, & Supervisory Development Courses

Mastering Intercultural Communications

Course Description:

Given the ever-increasing diverse nature of the workplace, it is more important than ever to understand our basic assumptions about culture to avoid conflict and misunderstanding. This two-day, fast-paced workshop is for those trying to understand and work more cohesively with all kinds of people and cultures. This course explores how to identify our assumptions so that we understand the role culture plays in successful communication, interaction and relationships.

Participants explore both past and present work situations where sensitivity and openness were required and whether they handled those situations in ways that respected and leveraged the diversity around them. Using small-group discussion and exercises, attendees practice the skills of communicating both verbally and non-verbally in ways that build cohesive and meaningful relationships.

Learning Objectives:

- Consider intercultural topics including perception, cultural patterns of thinking and behavior, styles of communication, assumptions and values and how they impact interactions
- Learn the concepts of intercultural communication and their application in a wide variety of situations
- Examine the basic assumptions and issues of intercultural communication and human relations and how to approach situations with increased sensitivity and awareness
- Learn how to identify contrasting values that can lead to conflict and misunderstanding and what to do about them
- Develop skills for approaching situations with cultural sensitivity, understanding and appreciation

Target Audience: Managers, supervisors, team leaders, project leaders, or anyone needing to understand, interact and work with others across cultural differences

Dates/Locations:

- April 6–7, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Human Capital Management, Interpersonal Skills, Leveraging Diversity

Tuition: All federal employees...\$570

Practical Skills for Developing & Implementing Strategy

Course Description:

Learning to think and work strategically has never been more important, yet is perhaps one of the hardest skills to master. This workshop will help you understand what it takes to get work done now while keeping an eye on future developments most likely to affect your workgroups. You will learn a set of practical steps for developing a strategy linked directly to on-going work and budgets. You will be guided through the process of scanning both internal and external environments to identify key issues, opportunities, and targets. This course features a proven approach for involving key stakeholders to create support for achieving the results wanted and gaining the commitment needed to ensure implementation occurs.

Learning Objectives:

- Learn a proven model and framework for managing strategically
- Learn what it takes to exercise discipline and build strategic thinking into your work
- Learn how to sort through ambiguity and information clutter so that you can focus on what really matters in the long-term
- Gain a good understanding of how to use a set of tools to analyze the internal and external operating environment
- Learn a practical approach for identifying and crystallizing key strategic issues, opportunities and targets
- Learn how to involve key players, including employees, in setting direction and staying the course
- Build a draft of a strategic agenda for your own organization at whatever level you manage

Target Audience: Managers, supervisors, team leaders, project leaders, or anyone needing to engage in forward-looking thinking and planning

Dates/Locations:

- July 21–22, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Creativity and Innovation, Influencing/Negotiating, Strategic Thinking

Tuition: All federal employees...\$550

Leadership, Management, & Supervisory Development Courses

Six Core Competencies of Leadership

Course Description:

“Six Core Competencies of Leadership” is a dynamic, interactive learning experience centered on the foundational leadership skills associated with OPM’s five Executive Core Qualifications, which have been designed to assess executive experience and potential. As a developmental pathway, this course focuses on the fundamental skills, mind sets, and behavioral attributes of effective leaders, enhancing your personal capacity to lead change, lead people, drive results, and successfully build coalitions, and communicate. In the six sessions of this series, you’ll develop and renew the core strengths you need to handle the demands of the future, overcome uncertainty, advance your career, and achieve excellence. In order to meet today’s leadership challenges, the course emphasizes the soft skills that produce hard results – through a greater awareness of your personal impact, your relational and task orientation, your learning agenda, as well as your ability to foster an environment of trust, commitment, and performance.

Learning Objectives:

- Lead by enhancing your influence and personal credibility
- Create a bias to action, overcome inertia and organizational obstacles, and understand a focused inquiry process to solve problems
- Use vision, mission, purpose, and passion to motivate and energize yourself and others
- Develop employees and teams through coaching, mentoring, and an employee-centered focus on individual strengths
- Recognize the role of character, values, and ethics and their impact on the organization
- Find your voice as a communicator, while effectively navigating a diverse workplace

Target Audience: Employees at all experience levels, as well as supervisors, managers, and executives.

Dates/Locations:

- June 15–17, 2010 Albuquerque, New Mexico

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Continual Learning, Creativity and Innovation, Decisiveness, Entrepreneurship, External Awareness, Flexibility, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Leveraging Diversity, Oral Communications, Partnering/Collaboration Skills, Problem Solving, Resilience, Service Motivation, Team Building/Motivating, Vision/Communicating Vision, Written Communications

Tuition: All federal employees...\$400

Leadership, Management, & Supervisory Development Courses

Successful Mentoring Skills

Course Description:

Successful mentoring can make or break the development of human capital in an organization—especially when succession planning is an issue. Planning for the future in a real-life, intimate way is exactly what mentoring programs are all about. Mentoring programs encourage relationships that support the learning and development of targeted employee populations. They are established to create accountability for development and accessibility to developmental relationships. Effective mentoring requires commitment and the development of a specific skill set. This skill shop provides the skills necessary to mentor effectively so as to produce rapid improvement and lasting results.

Learning Objectives:

- Create an effective mentor/protégé relationship
- Understand the roles and expectations of mentors and protégés within your mentoring program
- Understand the relationship of mentoring to coaching, managing, teaching, counseling, sponsoring, advising and serving as a confidante
- Use communication skills to motivate your protégé
- Evaluate skills to determine protégé strengths and potential areas for development
- Learn how to provide reinforcement for positive development
- Learn how to provide corrective feedback for poor performance
- Learn how to transfer knowledge and “corporate memory” to protégés to facilitate succession planning

Target Audience: Supervisors, managers, and team leaders

Dates/Locations:

- February 3, 2010 Reston, Virginia

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Human Capital Management, Leveraging Diversity, Interpersonal Skills, Problem Solving, Developing Others

Tuition: All federal employees...\$250

Leadership, Management, & Supervisory Development Courses

Supervising Federal Wildland Firefighters: Personnel Management Responsibilities of Fire Supervisors

Course Description:

The new supervisor or team leader of federal wildland firefighters is confronted with unique personnel-management situations of immediate importance. This program has been designed to give newly appointed wildland firefighter supervisors or team leaders basic knowledge of the most-immediate importance, and to prepare them for those personnel-management situations that they must be able to handle as quickly as possible after assuming their duties. The course covers the basic legalities and practicalities of supervision in the federal service so that supervisors can deal confidently with the most-common and crucial personnel-management situations encountered in wildland fire fighting.

This two-day program does not teach the tactics or methods of fire suppression, but focuses on personnel-management issues and problems encountered in the supervision of federal wildland firefighters. It teaches supervisors about their authority—how to give orders, how to set rules, how to deal with the most-common disciplinary situations, how to handle firefighters' medical issues, how to deal with employee protections, and what ethical rules they must observe.

Learning Objectives:

- Provide an introduction to supervision
- Understand employee rights and responsibilities: The law of the workplace
- Learn methods of maintaining discipline
- Discuss safety and medical issues
- Learn how to control absenteeism
- Learn about protecting employees

Target Audience: Supervisors and team leaders of wildland firefighters

Dates/Locations:

- May 5–6, 2010 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: External Awareness, Strategic Thinking, Team Building/Motivating, Problem Solving, Developing Others

Tuition: All federal employees...\$350

Timeless Leadership: Building Longevity & Loyalty in a Multi-Generational Workforce

Course Description:

If leading the next-generation employee is important in your organization, the skills and information provided in this course will be vital to your success. You will be challenged to think through generational issues, process different ideas, and evaluate and implement leadership skills necessary to lead one of the brightest, most authentic and unconventional generations the workplace has ever seen.

Learning Objectives:

- Learn about the thinking, cultural aspects, and values of the various demographic workgroups in the workplace of today and tomorrow
- Consider the challenges and implications for leaders of a multi-generational workforce
- Develop a personal leadership plan for application back at the workplace
- Gain a better understanding of the challenges of a multi-generational workplace in a more proactive way while mitigating the inevitable conflicts
- Acquire tools for managing change and the inevitable conflict that arises within the different generational workgroups
- Consider what it will take to integrate the younger workforce now and in the future

Target Audience: Managers, supervisors, team leaders, project leaders, or anyone interested in understanding the nuances of building loyalty and commitment across generations

Dates/Locations:

- January 12–13, 2010 Denver, Colorado

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Leveraging Diversity, Human Capital Management, Team Building/Motivating, Conflict Management

Tuition: All federal employees...\$570

Leadership, Management, & Supervisory Development Courses

Transitioning to A Supervisory Role: Leadership & Development

Course Description:

Transitioning from staff-member to supervisor creates new challenges and requires new skills. Through class discussion and assessment instruments, new supervisors gain insights into the supervisory role, and an awareness of their leadership styles. Assessment instruments provide feedback to participants on their leadership traits, their preferred leadership style, and areas for development. The course also includes information on establishing a customer-service strategy and motivational techniques to ensure a high-performing work team.

Learning Objectives:

- Recognize what is involved in the transition process from peer to supervisor
- Identify personal leadership skills and styles, and how to effectively use them
- Recognize and apply critical leadership traits
- Develop and manage an effective customer-service plan
- Energize employees

Target Audience: New supervisors with no formal training, supervisors needing a refresher of basic supervisory skills, and employees preparing for supervisory careers

Dates/Locations:

- | | |
|----------------------|-------------------|
| • January 4–8, 2010 | Herndon, Virginia |
| • March 8–12, 2010 | Denver, Colorado |
| • June 21–25, 2010 | Denver, Colorado |
| • August 16–20, 2010 | Anchorage, Alaska |
| • August 16–20, 2010 | Washington, DC |

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Conflict Management, Continual Learning, Customer Service, Leveraging Diversity, Developing Others, Human Capital Management, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Oral Communication, Giving and Receiving Feedback, Treats Others With Respect, Effective Listening Skills

Tuition: All federal employees...\$695

Balance, Effectiveness & Professionalism

Course Description:

Balance is far more than time spent at the office compared to time spent at home. That is simply a time-management issue. Balance is a state of dynamic equilibrium. Like riding a bicycle, balance is a process involving motion. Balance promotes effectiveness; balance and effectiveness promote professionalism. Balance is best built and maintained by capitalizing on one's strengths and minimizing the adverse impact of weaknesses. Balance has multiple components which make up an ever-changing basis of balance. The key element is personal responsibility. Without personal responsibility, any sense of balance is purely coincidental with the circumstances of life, and will quickly disappear with the advent of adversity. This class begins with a look at the emotional, family, financial, fitness, health, intellectual, nutritional, professional, life purpose, social, spiritual and stress aspects of balance.

Learning Objectives:

- Learn the components of balance and what balance means to you
- Know your most important assets for building and maintaining balance
- Learn how to assume responsibility for building and maintaining balance
- Learn how to use the change process to promote balance
- Understand the importance of humor in balance
- Understand the relationship and importance of energy and enthusiasm and why attitude is the critical factor in balance
- Understand the importance of stress in achieving and maintaining balance
- Identify factors which derail the best of balance plans
- Learn the three parts of life which are critical to maintaining balance

Target Audience: Employees, managers and executives who want to improve balance in their own lives, or want to encourage others to do so

Dates/Locations:

- March 17, 2010 Reston, Virginia

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Flexibility, Resilience, External Awareness

Tuition: All federal employees...\$250

Professional Development Courses**Building Successful Customer Relations****Course Description:**

This is an interactive course focusing on a variety of customer-relations “winning strategies” that can be implemented immediately and assure results. Participants will be better able to identify who their customers are, and will learn to deal with high-pressure/conflict situations that occur in any position where the public is served.

Learning Objectives:

- Understand the importance of good customer relations
- Identify and clearly understand who your customers are
- Increase self-awareness to sharpen communication and interactive skills
- Improve ability to deal with angry, hostile or aggressive individuals
- Interpret individuals’ non-verbal messages and respond to them appropriately

Target Audience: All federal employees wanting to improve their customer-service skills

Dates/Locations:

- June 8, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Conflict Management, Customer Service, Decisiveness, Flexibility, Influence/Negotiation, Interpersonal Skills, Leveraging Diversity, Oral Communication, Partnering, Problem Solving, Service Motivation, Strategic Thinking, Team Building

Tuition: All federal employees...\$250

Professional Development Courses

Communication Skills in a Culturally Diverse Workplace

Course Description:

This fascinating, contemporary workshop will improve interpersonal communication skills in a culturally diverse workplace. Through the use of video, short films, case studies, and interactive role-playing, participants will explore different kinds of communication strategies to interact more effectively with others in the work environment. They will also gain insight into different communication styles and rituals, and their implications for the development of interpersonal and intercultural skills in the workplace. Emphasis is given to practical analysis of typical communication scenarios in the workplace.

Learning Objectives:

- Learn how to strengthen your understanding of the communication process in the workplace
- Become familiar with and be able to appreciate the different communication styles and rituals men and women use in the workplace
- Increase your awareness of the impact cultural differences have on verbal and non-verbal communication in the workplace
- Improve your awareness of the need for more empathic listening and feedback in communicating with others in the workplace
- Identify various techniques and strategies for safe and respectful interpersonal communication as a key to better understanding in the workplace
- Understand the bases for filing an EEO complaint and the informal and formal EEO complaint process
- Become familiar with the No Fear Act of 2002

Target Audience: All federal employees

Dates/Locations

- July 13, 2010 Reston, Virginia

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Conflict Management, Leveraging Diversity, External Awareness, Flexibility, Interpersonal Skills, and Team Building

Tuition: All federal employees...\$250

Professional Development Courses

Conflict Management

Course Description:

This class promotes an understanding of the functions and dynamics of conflict. Students will assess their current style of dealing with situations of anger and conflict. A four-stage model will be presented to facilitate collaborative conflict resolution. Discussions will include topics about the importance of assertive behavior and how to communicate in a way that enables others to hear. Students will also have an opportunity to practice the conflict-resolution skills they learn in class.

Learning Objectives

- How to assess personal conflict resolution style
- How to reduce situations of conflict
- How to work through group conflict
- How to develop personal communication techniques
- How to negotiate “win-win” solutions

Target Audience: All federal employees

Dates/Locations

- February 24–25, 2010 Anchorage, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Flexibility, Conflict Management, Developing Others, Team Building, Problem Solving, Interpersonal Skills, Influencing/Negotiating

Tuition: All federal employees...\$500

Professional Development Courses

Critical Thinking

Course Description:

This course is designed for those who want to learn and practice critical-thinking skills to enhance their ability to assess and deal with workplace tasks and issues. Participants will explore and apply the structure and process of critical thinking to a variety of situations. Methods include ways to identify issues and tasks, steps for clarification, understanding the power of reflecting, and the evaluation of data. The focus of this class is building skills in reasoning and communication, positive thinking patterns, and the impacts and outcomes of problem solving.

Learning Objectives: Participants will explore

- Identification of thinking patterns
- Definition of problems
- Effective questioning methods to obtain useful information
- Examination and evaluation of data
- Assessment of problems using varied criteria
- Response to unexpected information and events
- Presentation of individual perspectives to others

Dates/Locations

- March 30–31, 2010 Anchorage, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Flexibility, Problem Solving

Tuition: All federal employees...\$500

Professional Development Courses

Effective Briefing & Presentation Skills

Course Description:

Effective communication skills are critical to a leader's success. The biggest differentiator between good leaders and great leaders is how they present their ideas. Presentations are part of any business endeavor, as well as many social and professional organizations. Focus on what the pros do to create authority and energy in front of the room. Personal stories create memories, so learn how to incorporate yours and tie them to your learning point. Learn how to analyze the audience, handle question-and-answer sessions like a pro, get people to make commitments, and leave them with something valuable.

Learning Objectives:

- Understand your behavior style and how it impacts your presentation style
- Get a template for each of the five types of presentations, and practice creating them
- Learn how to create authority, energy and awareness in front of any sized group
- Learn how to analyze the audience so that you make sure your material is on target
- Study the Eight Intelligences and know how to use them to get anyone's attention
- Work with those difficult audience members so you stay in control
- Learn how to open and close crisply and gain commitment for change at the end of a program
- Get actual practice with some of your new skills so that you can duplicate them when you leave

Target Audience: Managers, supervisors, team leaders, and other professionals who want to improve their presentation skills

Dates/Locations

- December 1–2, 2009 Herndon, Virginia
- February 3–4, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Interpersonal Skills, Oral Communication, Continual Learning, Influencing/Negotiating

Tuition: All federal employees...\$490

Professional Development Courses

Facilitation Skills

Course Description:

A facilitator empowers groups and individuals to optimize their own capabilities and knowledge for identifying important issues and examining possible solutions. This class provides students with facilitation techniques to guide interpersonal communication between groups and individuals and assist them in clarifying concerns, sharing ideas, and improving processes.

Learning Objectives:

- Understand various facilitation techniques and when they should be used
- Build a structured approach for the facilitation process
- Learn to recognize and guide the dynamics of individual and group interactions
- Recognize and handle difficult relationship situations
- Encourage and promote constructive brainstorming and feedback
- Guide groups and individuals toward clarification of issues
- Identify and use effective problem-solving processes

Target Audience: Supervisors, managers, and team leaders

Dates/Locations:

- March 23–25, 2010 Anchorage, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Interpersonal Skills, Oral Communication, Problem Solving, Flexibility

Tuition: All federal employees...\$600

Professional Development Courses

Managing Interpersonal Conflict

Course Description:

Understand your own conflict-handling style and learn how to mediate among others. Participants will gain an increased mastery of conflict situations through increased self-awareness and improved negotiation and coping skills. Since managers and team members often need to step into a mediation role when the conflict belongs to two other people, you will learn the skill sets around becoming a third-party mediator. Some areas that will be explored are teams, supervisor/subordinate, inter- and intra-departmental issues, deadlines, different priorities, budgeting disagreements, and silos. Receive your own DiSC Classic profile to determine how you handle conflict.

Learning Objectives:

- Learn about different conflict-management styles, including your own, and discover the strengths of each style
- Practice problem solving on conflict issues to move toward resolution
- Learn how to deal with manipulative tactics, including sarcasm
- Create a communication template for dealing with conflict and difficult interactions
- Practice mediation between two people, and learn how to develop an operating agreement
- Learn to recognize the warning signs that conflict is brewing so you can take preemptive actions

Target Audience: Managers, supervisors, team leaders, and other professionals who want to learn how to manage conflict for themselves, or mediate conflict between team members

Time: For specific class times and room locations go: www.doi.gov/training

Dates/Locations

- June 22–23, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Flexibility, Conflict Management, Developing Others, Team Building, Problem Solving, Interpersonal Skills, Influencing/Negotiating

Tuition: All federal employees...\$360

Professional Development Courses

Organization & Time Management

Course Description:

Time—there is never enough of it. Have you ever been pressed for time to finish a project, only to have additional work stacked on? How about that looming deadline that keeps creeping closer as the roadblocks keep mounting? While no one can increase the number of hours in a day, managing time and becoming more organized can add productive hours to each work day. Good time management will decrease your stress and increase your ability to complete all tasks.

Managing time goes beyond simply managing personal work time; you also must manage the people, products, and tasks involved. To effectively manage time and complete tasks on time, you must prioritize and take an organized approach to each task. Even well-planned projects encounter bumps in the road; however, being organized allows you to adjust quickly.

Effective time management anticipates challenges, and plans for them. No one approach can address all situations; however, developing a good basic time-management strategy will lay the groundwork for any assignment. This workshop is designed to provide you with the strategies, tools, and tips to improve the way you work and live.

Learning Objectives:

- Set goals for both your work and personal life
- Manage multiple projects and priorities
- Increase personal productivity
- Balance personal life with a work life
- Overcome procrastination
- Learn how to decrease the burnout rate

Target Audience: All federal employees

Dates/Locations

- June 29–30, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Accountability, Customer Service, Decisiveness, Flexibility, Influence/Negotiation, Interpersonal Skills, Leveraging Diversity, Oral Communication, Partnering, Problem Solving, Service Motivation, Strategic Thinking, Team Building

Tuition: All federal employees...\$490

Project Management Certificate Courses

Managing Projects

Course Description:

A required foundation for the Associate's Certificate Program, this course provides a solid understanding of project-management methods. Participants will gain professional skills and techniques to manage each stage of the project life cycle, work within organizational and cost constraints, set goals tied directly to stakeholder needs, and use state-of-the-art project-management tools to get the work done on time and within budget. The course relates project-management principles to Interior's project-planning standards and integrated-life-cycle (ILC) processes.

Learning Objectives:

- Master fundamental project-management principles, vocabulary, skills, concepts, techniques
- Link project goals and objectives to clear, compelling stakeholder needs
- Develop work-breakdown structures
- Set realistic, measurable objectives, and ensure positive results
- Estimate project costs and schedules, using simple, proven techniques
- Establish a dependable project-control-and-monitoring system
- Relate project-management principles to Interior's project planning standards
- Relate project-management principles to Interior's integrated life cycle (ILC)

Target Audience: All federal employees requiring certification to manage major or non-major projects


Dates/Locations:

- | | |
|------------------------|-------------------------|
| • January 26–28, 2010 | Denver, Colorado |
| • February 23–25, 2010 | Herndon, Virginia |
| • May 4–6, 2010 | Albuquerque, New Mexico |

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Procurement Management, Project Quality Management, Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Communications Management

 **CEUs:** 2.25

CPE Credits: 27

PDU: 22.5

Tuition: All federal employees...\$895

Project Management Certificate Courses

Project Leadership, Management, & Communication

Course Description:

This interactive course provides a solid foundation in key leadership competencies. Students will complete a self-assessment of their leadership skills, and master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating, and leading change.

Learning Objectives:

- Lead project teams through more-effective communications
- Identify motivational value systems to improve productivity and cooperation
- Recognize the role of business and personal ethics in leadership
- Describe predictable change stages and identify appropriate leadership strategies for each stage
- Use a powerful four-stage collaborative-negotiation process
- Create a leadership-development plan to implement upon return to work

Target Audience: All federal employees requiring certification to manage major or non-major projects

Dates/Locations:

- May 11–13, 2010 Herndon, Virginia
- June 8–10, 2010 Albuquerque, New Mexico
- August 17–19, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Communications Management



CEUs: 2.25

CPEs: 27

PDUs: 22.5

Tuition: All federal employees...\$895

Project Management Certificate Courses

Risk Management

Course Description:

In this course, students will work through the proactive approach to threat and opportunity—an approach based on a clear understanding of the power of both qualitative and quantitative approaches to risk management. The course examines risk management from both a top-down and bottom-up perspective, using a proven eight-step risk-management process. In addition, a multi-part case study will take the student from risk overview at the beginning of a project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project.

Learning Objectives:

- Use a practical, eight-step process to manage project risk
- Identify threats and opportunities, and weigh their relative value in your project
- Control multiple risks, using limited strategies
- Overcome psychological barriers to risk in stakeholders and team members
- Make risk and opportunity integral components of the project plan

Target Audience: All federal employees requiring certification to manage major or non-major projects

Time: For specific class times and room locations, go to www.doi.gov/training

Dates/Locations:

- | | |
|------------------------|-------------------------|
| • February 23–25, 2010 | Denver, Colorado |
| • April 6–8, 2010 | Herndon, Virginia |
| • August 3–5, 2010 | Albuquerque, New Mexico |

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management, Project Procurement Management

PMBOK® Guide Knowledge Areas: Project Time Management, Project Cost Management, Project Risk Management

 **CEUs:** 2.25

CPEs: 27

PDU: 22.5

Tuition: All federal employees...\$895

Project Management Certificate Courses

Scheduling & Cost Control

Course Description:

Students will develop effective measures for scheduling and controlling projects. The course will focus on managing the constraints of a project—limits on time, human resources, materials, budget, and specifications. Students will get hands-on experience in building project requirements and the work breakdown structure, as well as learn techniques for estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting costs, and interpreting the meaning of earned-value data.

Learning Objectives:

- Use the work-breakdown structure to develop a network diagram
- Calculate schedules using PERT/CPM
- Identify, assign, and tabulate resource requirements
- Predict costs and work time, using specific levels and estimate types
- Plan for contingencies and anticipate variations
- Predict future project performance based on historical data
- Monitor changes and close out project

Target Audience: All federal employees requiring certification to manage major or non-major projects

Time: For specific class times and room locations, go to www.doi.gov/training

Dates/Locations:

- March 30–April 2, 2010 Denver, Colorado
- June 22–25, 2010 Washington, DC

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, Project Procurement Management



CEUs: 2.40

CPEs: 33

PDU: 24

Tuition: All federal employees...\$985

Project Management Certificate Courses

Contract Management Principles & Practices

Course Description:

Because contracts are developed in an increasingly complex environment (including the rising use of contracted supplies and services throughout government), it is critical that project managers have a solid understanding of the contracting process. This course gives students an overview of all phases of contracting, from requirements development to closeout.

Learning Objectives:

- Identify contract components and understand the process from start to finish
- Select the right contract type for your project
- Decipher contract legalese
- Choose the offer that will result in the best value for the buyer
- Negotiate favorable terms and make revisions to the contract
- Apply the ten rules of contract interpretation in project disputes
- Administer contracts appropriately and know when and how to terminate before or upon completion

Target Audience: All employees requiring certification to manage major or non-major projects

Dates/Location:

- June 15–17, 2010 Denver, Colorado
- July 27–29, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication/Speaking, Project Management

PMBOK® Guide Knowledge Areas: Project Quality Management, Project Risk Management, Project Procurement Management

 **CEUs:** 2.25 **CPEs:** 27 **PDU:** 22.5

Tuition: All federal employees...\$895

Project Management Certificate Courses

Quality for Project Managers

Course Description:

This course shows participants how to integrate quality-management concepts and project management practices to create an effective quality-management program that supports a project's success. Participants will learn about the philosophy and principles of quality management, and about how to translate these concepts into specific actions essential to successful improvement efforts. They will practice concepts, tools, and techniques, using an integrated case study that requires application of skills learned.

Learning Objectives:

- Implement quality concepts at the process and project levels
- Identify customer requirements, and determine appropriate quality-assurance standards
- Develop a plan for the project-quality program
- Use proven quality-control tools and techniques to collect and measure performance data
- Assess performance measurements, and determine ways to implement process improvement

Target Audience: All federal employees requiring certification to manage major or non-major projects

Dates/Locations:

- May 4–6, 2010 Denver, Colorado
- September 28–30, 2010 Washington, DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Quality Management, Project Communications Management

 **CEUs:** 2.25 **CPEs:** 27 **PDU:** 22.5

Tuition: All federal employees...\$895

Project Management Certificate Courses

Project Management Applications

Course Description:

This practice-based course integrates the knowledge, skills and competencies gained in the other project management certificate courses. Building on these competencies, students will work in teams to complete an extensive, realistic, week-long project case study. Students will propose, plan, and execute a full-scale project under typical organizational constraints. Students will follow the project through the life cycle, resolving issues of performance, scheduling, and control as they address questions of leadership and management.

Learning Objectives:

- Select the level of staffing, resources, and management support required for a project
- Assemble a project team, and gain commitment on project objectives
- Assign tasks based on work-breakdown structure
- Estimate time and costs, and present a project plan to team members and stakeholders

Target Audience: All federal employees requiring certification to manage major or non-major projects

Dates/Locations:

- July 26–29, 2010 Denver, Colorado
- September 13–16, 2010 Washington DC

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Quality Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Procurement Management, Project Communications Management

 **CEUs:** 2.8

CPEs: 33

PDU: 28

Tuition: All federal employees...\$985

Leading Project Managers

Course Description:

As organizational hierarchies give way to dynamic, cross-functional project teams, senior managers find themselves challenged with adopting a “new economy” approach to managing project managers. The leader of project managers must bring order and rationality to a chaotic environment, identify opportunities to influence the direction of projects, and lay the foundation for project managers to succeed. In addition, the leader of project managers must be skilled at managing project portfolios, allocating resources, reviewing projects and communicating appropriately. Above all, the leader of project managers must know the right questions to ask.

In this facilitation-based course, you will learn soft and hard skills and approaches that lead to organizational success in the “management by projects” environment. You also will get expert perspectives and review best practices on issues critical to those who lead project managers. You’ll enjoy lively debate and stimulating conversation that reinforces what you know and what you’ve learned. This course provides you with a new way of thinking about the best way to lead people in an organization that uses a project management approach. It is a “must-have” for anyone responsible for leading and managing project managers.

Learning Objectives:

- Define the leader’s role in each phase of the project life cycle areas
- Outline reasons for project successes
- Use key performance indicators to monitor ongoing project progress
- Support project managers and project teams by coaching, mentoring and rewarding success
- Select the tools and techniques of project management that will help your teams be successful

Target Audience: Anyone responsible for leading and managing project managers

Dates/Locations:

- February 2–3, 2010 Washington DC

Time: For specific class times and room locations go to www.doi.gov/training

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Quality Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Procurement Management

 **CEUs:** 1.5

CPE Credits: 18

PDU: 15

Tuition: All federal employees...\$630

Project Management Courses for Experienced Project Managers**Requirements Management: A Key to Project Success****Course Description:**

This course takes the project manager beyond the basics of all aspects of the requirements management process, from concept through closeout. Participants will learn a recommended requirements management process, including proper selection of tools and techniques for specific types of projects. You'll explore evaluation techniques to verify requirements early in the project life cycle so as to prevent costly rework downstream. Even with a solid process for managing requirements, fallout may still result from the battle between important project stakeholders. Participants will practice methods of effective relationship management and negotiation to ensure agreement on functional requirements.

An action-packed, integrated case study will provide experienced project managers, who already have experience with the basics of requirements management, the opportunity to practice new skills in a supportive learning environment. Participants responsible for all types of projects, from construction to new product development to information technology, will take home tools and techniques to put to immediate use.

Learning Objectives:

- Apply a requirements management process to a project life cycle
- Use proper evaluation techniques to verify and gain agreement upon requirements and that meet specific business and technical objectives
- Identify formal and informal techniques to manage stakeholder relationships within the requirements management process
- Implement a change management process to control scope creep

Target Audience: Project managers with basic understanding of project management processes and of how to identify, analyze and write requirements

Dates/Locations:

- July 13–15, 2010 Denver, Colorado

Time: For specific class times and room locations go to www.doi.gov/training

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Scope Management, Project Quality Management, Project Risk Management, Project Communications Management

 **CEUs:** 2.2

CPE Credits: 27

PDU: 22.5

Tuition: All federal employees...\$895

Retirement Planning Courses

Mid-Career Planning Seminar for FERS Employees

Course Description:

In today's ever-changing financial environment, it is crucial to begin, or at least consider, planning for retirement early. This course is designed to highlight the foundations of benefits available within federal service, and then explore options to maximize them.

All aspects of FERS employee programs will be examined. Then a common-sense approach to common-sense financial planning will follow, showing the attendees how to take the fear out of financial planning and how to become wise financial consumers.

The seminar exposes each participant to experts in each of the topics shown below. Therefore, it is an opportunity to ask questions and be given additional insight into aspects of their career paths the attendees may not have considered. Classroom discussion is lively, challenging, and rewarding.

Learning Objectives:

- Understand current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: Employees with about 15 years of federal service, or who are near the mid-point of their government careers

Dates/Locations:

- February 2–3, 2010 Herndon, Virginia

Time: For specific times and room locations, go to www.doi.gov/training

Tuition: All federal employees...\$280

Retirement Planning Courses**Retirement Planning: Beginning and Using the FERS System****Course Description:**

This class will be specifically for the FERS employee in early or mid career. Any one with less than ten (10) years to retirement should consider the FERS Retirement Class. The class provides updated information on financial activity affecting the FERS retirement system, with an emphasis on early planning.

Learning Objectives:

- Review eligibility requirements for FERS and Social Security retirement
- Learn the basics of FERS benefits
- Understand how Social Security benefits are affected by federal employment
- Discover how the Thrift Savings Plan is a major financial tool for retirement income
- Understand the basics of personal financial planning
- Learn the importance of the Roth IRA and other investment strategies

Target Audience: Employees new to the federal government or near the mid-point of their careers

Dates/Locations:

- October 6–7, 2009 Fairbanks, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Tuition: All federal employees...\$625

Retirement Planning Courses

Retirement Planning for CSRS Employees

Course Description:

As employees look forward to retirement, they have many questions. This seminar presents information about federal benefits, and explores options to maximize those benefits. All aspects of CSRS, Transfers and CSRS-Offset programs are examined. Participants will learn about financial planning and how to become wise financial consumers.

Learning Objectives:

- Understand the current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: All federal employees needing a plan for a smooth transition into retirement (most beneficial for those within 10–15 years of retirement)

Dates/Locations:

- | | |
|------------------------|------------------|
| • November 17–18, 2009 | Denver, Colorado |
| • March 9–10, 2010 | Reston, Virginia |
| • June 8–9, 2010 | Denver, Colorado |
| • September 8–9, 2010 | Washington, DC |

Time: For specific times and room locations, go to www.doi.gov/training

Tuition: All federal employees...\$280

Retirement Planning Courses

Retirement Planning for FERS Employees

Course Description:

As employees look forward to retirement, they have many questions. This seminar presents information about federal benefits, and explores options to maximize those benefits. All aspects of FERS, Transfers and FERS-Offset programs are examined. Participants learn about financial planning, and how to become wise financial consumers.

Learning Objectives:

- Understand the current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: All federal employees needing a plan for a smooth transition into retirement (most beneficial for those within 10–15 years of retirement)

Dates/Locations:

- | | |
|---------------------|-------------------------|
| • March 2–3, 2010 | Denver, Colorado |
| • April 20–21, 2010 | Reston, Virginia |
| • June 9–10, 2010 | Washington, DC |
| • July 27–28, 2010 | Albuquerque, New Mexico |
| • August 3–4, 2010 | Denver, Colorado |

Time: For specific times and room locations, go to www.doi.gov/training

Tuition: All federal employees...\$280

Specialized Courses

Bear & Firearm Safety

Course Description:

Students will receive an intensive briefing on bear and wild–animal behavior, with an emphasis on avoiding confrontation and injury in field situations.

Learning Objectives:

- Know safety rules for avoiding bear encounters
- Be aware of appropriate defensive behavior if a bear encounter occurs
- Apply knowledge of cleaning and transportation of firearms
- Participate in firing-range practice and BLM certification

Target Audience: Mandatory for anyone who must work and carry guns in remote field areas

Dates/Locations:

- May 14, 2010 Anchorage, Alaska
- June 4, 2010 Anchorage, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Problem Solving, Planning

Tuition: DOI employees...None Other federal employees...\$200

Travel Regulations Courses

Federal Travel Approving Officials' Responsibilities

Course Description:

This course provides guidance to the travel authorizing/approving official designee (e.g., supervisor of the traveler) regarding the Federal Travel Regulation (FTR). The authorizing approving official designee must review and sign travel claims to confirm the authorized travel, and the reviewing official must have full knowledge of the employee's activities. In this course, the student will learn that the approving official must ensure the travel claim is properly prepared in accordance with the pertinent regulations and agency procedures; a copy of authorization for travel is provided; the types of expenses claimed are authorized and allowable expenses; the amounts claimed are accurate; and the required receipts, statements and justifications are attached with the voucher.

Learning Objectives:

- Identify responsibilities for authorizing and approving transportation, subsistence and miscellaneous expenses under Federal Travel Regulation (FTR)
- Ensure the travel claim is properly prepared in accordance with FTR and agency procedures
- Make sure expenses claimed are authorized and allowable
- Determine amounts claimed are accurate, and that required receipts, statements and justifications are attached to the voucher
- Determine agency responsibilities to set travel policies
- Determine approving officials' liabilities for approving erroneous payments under 31 U.S. Code Section 3528

Target Audience: Travel managers, travel-authorizing officials, travel-approving officials

Dates/Locations:

- December 3, 2009 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Continual Learning, Technical Credibility, Accountability

Tuition: DOI employees...None Other federal employees...\$250

Travel Regulations Courses

Temporary Duty (TDY) Travel

Course Description:

This course provides participants with an opportunity to better understand the Federal Travel Regulations and get up-to-date information on recent changes. The course focuses on temporary-duty travel allowances and responsibilities in the various areas of civilian travel.

Learning Objectives:

- Identify and apply the rules as prescribed in the Federal Travel Regulations
- Identify reimbursements for civilian employees on official business
- Determine transportation allowances advantageous to the government
- Determine requirements for submitting voucher claims
- Determine employee rights, entitlements, and responsibilities when using GovTrip for voucher processing

Target Audience: All employees (e.g., supervisors, managers, authorizing/certifying officials and frequent travelers) who are involved in travel management

Dates/Locations:

- November 3–4, 2009 Herndon, Virginia
- December 1–2, 2009 Albuquerque, New Mexico

Time: For specific times and room locations, go to www.doi.gov/training

Competencies Addressed: Continual Learning, Technical Credibility, Accountability

Tuition: DOI employees...None Other federal employees...\$250

Writing Skills Courses**The Business of Writing: A Step-by-Step Approach to Writing at Work****Course Description:**

The best writers in all arenas follow some sort of writing process and know how to adjust their styles to fit varying situations and audiences. This course will help participants develop their own approach as they examine the principles of effective on-the-job writing. Case-study examples, hands-on exercises, and lively discussion make this course both informative and practical. Participants are encouraged to bring samples of their own writing for instructor feedback.

Learning Objectives:

- Apply a variety of pre-writing strategies: Using a three-phase process, learn how to profile the audience, clarify and state purpose, and select appropriate methods of development
- Practice the principles of plain-language style: Eliminate cluttered wording, prefer the simple word, use the active voice, focus on action and results
- Streamline the review process: Develop a constructive approach to editing, check for parallel structure, manage non-verbal elements, make the most of “white space”

Target Audience: Employees who want to strengthen their writing skills

Dates/Locations

- January 20–21, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Written Communication, Continual Learning

Tuition: All federal employees...\$370

Writing Skills Courses

Proofreading With Precision

Course Description:

This two-day, hands-on course is designed for employees who are required to proofread their own writing, as well as the writing of others. Participants will gain awareness of the power of perception; learn proofreading symbols and techniques; review common errors in grammar, usage, punctuation, and spelling; and practice using proofreading symbols and techniques on a wide variety of sample documents.

Learning Objectives:

- Understand the distinction between proofreading and editing
- Learn standard proofreading symbols
- Practice applying standard proofreading symbols
- Sharpen awareness of most-common errors in grammar, usage, punctuation, and spelling
- Strengthen the ability to avoid common proofreading pitfalls
- Understand the power of perception as it applies to proofreading

Target Audience: Federal employees who review documents for accuracy and correctness

Dates/Locations

- March 17–18, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Technical Credibility, Written Communication

Tuition: All federal employees...\$370

Writing Skills Courses**Regulatory Drafting & Process****Course Description:**

This class is designed for persons new to the regulatory field. Students will learn fundamental legal and procedural requirements for rulemaking and to write regulations that communicate clearly to the affected public. Although the course is primarily directed to persons without legal training, it has proven very valuable to attorneys whose previous education has not focused on the rulemaking process or on rule drafting. In addition to the coursebook, students will receive the following rulemaking handbooks: *An Introduction to Regulation Writing* and the *Federal Register Document Drafting Handbook, Annotated*.

Learning Objectives:

- Know the requirements of Administrative Procedure Act and Federal Register
- Understand the compliance processes of Executive Orders and OMB requirements, the Regulatory Flexibility Act, Paperwork Reduction Act, and related statutes
- Learn the basics of writing the preamble, rule, and response to public comments
- Understand the process of judicial regulatory review
- Identify and use the basics of writing in plain language

Target Audience: Any federal employee who writes, edits, reviews, or responds to public comment regarding rulemaking and regulations

Dates/Locations:

- February 9–10, 2010 Anchorage, Alaska

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Written Communication, Critical Thinking, Organization, Attention to Detail, Writing Skills

Tuition: All federal employees...\$1,200

Writing Skills Courses**Writing Foundations: Basics in Grammar, Punctuation, & Word Usage****Course Description:**

In this two-day course, participants learn to improve the *correctness* of their writing by reviewing principles of English grammar and punctuation. They will practice writing correct sentences, and learn to recognize and avoid the most-common errors in English usage. In addition, they will review spelling rules and exceptions, as well as discover ways of remembering correct spelling and word-use. Employees who write, edit, or proofread, as well as those who are called upon to speak in public, will find this a valuable refresher course in basic English grammar, usage, and punctuation.

Learning Objectives:

- Write clear, effective sentences
- Practice standard uses of punctuation marks
- Identify and correct common non-standard grammar patterns (e.g., subject-verb and pronoun-antecedent disagreement, who-whom errors, sentence fragments and splices)
- Understand and use active and passive voice effectively
- Follow standard patterns of capitalization and number use
- Identify 100 commonly misspelled words

Target Audience: All employees who wish to learn or review the fundamentals of grammar and punctuation

Dates/Locations:

- | | |
|------------------------|-------------------------|
| • October 5–6, 2009 | Herndon, Virginia |
| • October 14–15, 2009 | Anchorage, Alaska |
| • November 3–4, 2009 | Denver, Colorado |
| • January 21–21, 2010 | Anchorage, Alaska |
| • February 23–24, 2010 | Albuquerque, New Mexico |

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Written Communication, Attention to Detail, Organization

Tuition: DOI employees...None Other federal employees...\$370

Writing Skills Courses**Writing Foundations: Choosing & Using Just the “Write” Word****Course Description:**

People who can choose and use just the right words are more productive, and enjoy greater career success. In this course, participants will learn how to build an effective vocabulary, and how to sharpen speech and writing skills by selecting the words that work best. This seminar also focuses on thirty pairs of most-frequently confused words (like *adverse-averse*, *flaunt-flout*, *regime-regimen*, *affect-effect*). Participants will receive a clear explanation of the different word meanings, practice using them, and learn mnemonics for remembering them.

Learning Objectives:

- Recognize importance of vocabulary to productivity and career success
- Use job-specific terms accurately
- Use common roots and prefixes as building blocks and spelling aids
- Recognize and use connotation and denotation in word choice
- Correctly use commonly misused words
- Choose and use appropriate references
- Plan for continuing vocabulary growth
- Identify problem pairs
- Analyze reasons for confusion
- Develop effective memory aids

Target Audience: DOI employees who want to improve vocabulary, spelling and communication skills

Dates/Locations:

- October 7–8, 2009 Herndon, Virginia
- June 9–10, 2010 Denver, Colorado

Time: For specific class times and room locations, go to www.doi.gov/training

Competencies Addressed: Written Communication, Listening

Tuition: DOI employees...None Other federal employees...\$370

ADDITIONAL PROGRAMS

DOI University's Leadership Programs provide a planned, systematic, competency-based approach to developing future leaders for the Department of the Interior. The Government-wide Acquisition Management Intern Program, Office of the Secretary Management Intern Program, and the R. Schuyler Lesher Financial Management Career Intern Program offer enhanced development opportunities for high-potential future leaders. Entry and mid-level leadership development training provides high-potential employees with the necessary skills to transition to supervisory and leadership roles. Emphasis is placed on the development of core competencies throughout each of DOI University's leadership programs.

Fellows & Leadership Programs

Business Skills Certificate Program

The Business Skills Certificate Program provides an introduction to business skills for managers, supervisors, and project managers. Participants learn how to identify and set goals, solve complex problems, take on new leadership roles, and communicate effectively and persuasively with stakeholders, managers and customers.

To earn the Professional Certificate in Business Skills from DOIU and The George Washington School of Business, participants must successfully complete five courses within four years. The program covers the following topics:

- Business Acumen
- Critical Thinking and Problem Solving
- Financial Management
- Effective Communications
- Coaching and Mentoring

DOIU will make this program available in FY2010. Please refer to our website for additional information and program updates: www.doi.gov/training.

Pathways to Leadership

The Pathways to Leadership program is specifically designed to develop mid-level leaders in the Bureau of Indian Affairs, the Bureau of Indian Education and the Office of the Special Trustee for American Indians. During the ten-month program, participants focus on the competencies that are critical to lead in the challenging and complex environment of Indian programs. The program uses a blended learning approach through classroom training, small group discussion, self-assessment, self-study, detail assignments, action learning projects, and formal mentoring to expose participants to current best practices and the latest concepts in the field of leadership. The program is open to highly qualified GS-12 and GS-13 employees who have demonstrated leadership potential. Class number five will begin in November 2009. Please refer to our website for additional information and program updates: www.doi.gov/training.

Presidential Management Fellows Program

The Presidential Management Fellows Program is designed to attract to the federal service outstanding masters- and doctoral-level graduates from a wide variety of academic disciplines who demonstrate an exceptional ability for, as well as a clear interest in and commitment to, leadership in the analysis and management of public policies and programs. The program enables students who have recently completed graduate-degree requirements to receive an initial two-year full-time excepted service appointment, and to have the opportunity to convert non-competitively to a permanent federal civil service position following successful completion of their fellowship. Please refer to our website for additional information and program updates: www.doi.gov/training.

Senior Executive Service Candidate Development Program

The Senior Executive Service Candidate Development Program (SESCDP) is an eighteen-month executive-development program that prepares individuals for the Senior Executive Service (SES). DOI University manages the SESCO in partnership with the Director, Strategic Employee Development and with the guidance of the executive sponsor, DOI's Deputy Chief Human Capital Officer.

During the course of the SESCO, participants address the challenges of leadership within the evolving mix of political thought and practical business applications. Each participant receives a variety of learning opportunities through five core training sessions sponsored by DOI executives, 80 hours of executive education, developmental assignments, and formal mentoring. The program focuses on the Executive Core Qualifications that OPM has determined are critical for successful performance at the SES level. Upon successful completion of all program requirements, participants are awarded a certificate for non-competitive appointment to an SES position.

The program is targeted to high-performing GS-14 and GS-15 employees. The next SESCO program will be announced and launched in 2010. Please refer to our website for additional information and program updates: www.doi.gov/training.

Intern Programs

Government-wide Acquisition Management Intern Program

The Governmentwide Acquisition Management Intern Program is a three-year program designed to attract and hire entry-level contract specialists and to develop them into procurement professionals and government business leaders of the future. Interns receive technical and business skills training that meet the FAC/C and DAWIA requirements and complete four six-month rotations in sponsoring agencies. Additionally, each intern benefits from formal and informal mentoring throughout the program. Participants are hired at the GS-7 level with full promotion potential to the GS-13. Upon successful completion of all program requirements during the two-year training program, interns are permanently placed in one of the sponsoring agencies where they serve a one-year apprenticeship. Recruitment for the Class of 2010 will begin in January 2010 with a program launch scheduled for June 2010. Upon request, DOI University can develop and

manage a customized intern program for federal agencies. Please refer to our website for additional information and program updates: www.doi.gov/training.

Office of the Secretary Management Intern Program

The Office of the Secretary Management Intern Program (OSMIP) is a two-year program designed to recruit, develop, and retain a group of diverse future leaders for the Department's management functions. Interns participate in a structured training curriculum based on the leadership and business related competencies as identified in the Office of Personnel Management's Fundamental Competencies. They also complete six four-month rotations in DOI's Policy, Management, and Budget offices where they receive practical work experience and on-the-job training. In addition, interns are each assigned a mentor who guides them throughout the program. Upon successful completion of all program requirements, interns are permanently placed in one of the Department's Policy, Management, and Budget Offices. Please refer to our website for additional information and program updates: www.doi.gov/training

R. Schuyler Leshner Financial Management Career Intern Program

The R. Schuyler Leshner Financial Management Career Intern Program is a three-year program that focuses on providing practical work experience, supplemental targeted training and cross-training, and rotational assignments for a broad perspective of financial management in the federal sector. Interns are required to complete a prescribed curriculum of financial management, accounting, and leadership development training. The curriculum is based on the Joint Financial Management Improvement Program (JFMIP) core competencies for accountants and financial specialists. In addition to training and practical experience, interns are each assigned a mentor who helps guide them throughout the program. Please refer to our website for additional information and program updates: www.doi.gov/training.

Technology-Enabled Learning

Customized Online Courses

DOI University's Technology-Enabled Learning Center develops customized web-based courses and training solutions to help meet bureau- and office-mission requirements and training needs using various technologies. DOIU instructional designers create online courses from existing classroom training materials, or work with subject-matter experts to design new courses from other sources.

DOIU's current library of customized online courses addresses a wide range of topics including: information-technology security, the Privacy Act, records management, discrimination and whistle blowing in the workplace, park planning, safety and occupational health, special retirement processing, drug and alcohol testing, conflict-management awareness, and Section 508 compliance. For more information on DOIU's customized online training, go to www.doi.gov/training, click on Special Training Programs, and review the Customized Online Training section.

To discuss how our team can work with you to meet your training needs through customized online courses, call us at (202) 208-DOIU (3648), and ask to speak to someone about customized online training.

Instructor-Led Online Training

The DOI University is working with vendors to offer in FY 2010 instructor-led online training for Interior employees. Initial course offerings will include training basic project-management skills. This training matches the benefits of instructor-led training with those of online delivery at the desktop or laptop. For more information, call us at (202) 208-DOIU (3648) and ask to speak to someone about instructor-led online training.

Online Learning Library Licenses

Online courses provide the opportunity to learn 24 hours a day, 365 days a year, anywhere in the world via Internet access. DOI University is working with vendors and the DOI Learn managers to provide courses from SkillSoft. Many technology courses are available, from word processing to computer programming, IT Security, web-site development, and LAN management. Business-skills courses cover communication, interviewing, sexual-harassment awareness, project management, diversity, team skills, managing work and employees, and many other topics relevant to improving performance in the workplace. Click on Classroom and Online Course Offerings in the left sidebar, and then on Online Learning Libraries to see the latest information on the status of the online learning libraries.

Customized Surveys

DOI University can help you create and administer online surveys to collect information from managers, employees or others in your organization. For more information, call us at 202-208-DOIU (3648) and ask to speak to someone about our online survey service.

Speaker Series**Executive Forums**

The Department of the Interior University hosts an annual series of five distinguished speakers for Interior executives and employees. The events focus on a broad range of leadership topics, from national policy issues and the environment, to the latest in leadership strategies. Authors of recently published books share their ideas with Interior's top managers at a roundtable session, offering executives the opportunity to network, receive a copy of the book, and hear the author speak.

Our Lincoln: New Perspectives on Lincoln and His World
by Eric Foner

September 17, 2009
10:00 am–2:00 pm
South Interior Building
Auditorium
1951 Constitution Avenue, NW
Washington, DC

The World Without Us
by Alan Weisman

October 1, 2009
10:00 am–2:00 pm
USGS Auditorium
Main Floor
12201 Sunrise Valley Drive
Reston, Virginia

2010 Executive Forums: Dates and topics to be announced in December 2009.

For further information on any of the Executive Forums, please contact Archie Barnes at (202) 208-4376, or visit our website at www.doi.gov/training.

Senior Executive Service Forum Series

The Department of the Interior University partners with other federal agencies to present the Senior Executive Service Forum Series, a government-wide program that provides senior executives with a continuing learning opportunity. Executives from subscribing agencies hear from and interact with today's top thinkers and organizational practitioners, as well as learn from colleagues in leadership positions in other organizations. Distinguished authors and speakers share their knowledge in areas related to the Office of Personnel Management's Executive Core Qualifications. This forum series offers Senior Executive Service employees the opportunity to network, hear presentations from today's cutting-edge authors and speakers; when applicable, participants receive a copy of the author's book.

2010 Senior Executive Service Forums: Dates and topics to be announced in December 2009.

For further information on any of the Senior Executive Service Forums, please contact Archie Barnes at (202) 208-4376, or visit our website at www.doi.gov/training.

Government-Wide Forums—Washington, DC & Denver, Colorado

The DOI University, in partnership with other federal agencies, presents a forum series focusing on quality-of-life issues. Entry- and mid-level employees from subscribing agencies hear distinguished speakers discuss their most recent books on topics such as risk-taking, career challenges, and family issues. Employees meet others with common concerns, network, get a copy of the book, and hear the author speak. The forums support an important dimension of human capital investment in addition to developing the skills and abilities of the workforce.

Washington, DC Forums: Career, Balance, & Diversity

Go Green: How to Build an Earth-Friendly Community
by Nancy H. Taylor

September 24, 2009
9:00 am–11:30 am
Carnegie Institution
Elihu Root Auditorium
1530 P Street, NW
Washington, DC

*How to Wow: Proven Strategies for Selling Your
[brilliant] Self In Any Situation*
by Frances Cole Jones

October 14, 2009
9:00 am–11:30 am
Main Interior Building
Yates Auditorium
1849 C Street, NW
Washington, DC

*How to Land a Top-Paying Federal Job:
Your Complete Guide to Opportunities, Internships,
Resumes and Cover Letters, Application Essays
(KSAs), Interviews, Salaries, Promotions and More!*
by Lily Whiteman

November 17, 2009
9:00 am–11:30 am
Carnegie Institution
Elihu Root Auditorium
1530 P Street, NW
Washington, DC

2010 Career, Balance, & Diversity Government-Wide Washington, DC Forums:

Dates and topics to be announced in December 2009.

For further information on the Career, Balance, & Diversity Government-Wide Forums in Washington, DC, please contact Archie Barnes at (202) 208-4376, or visit our website at www.doi.gov/training.

Denver, Colorado Forums: Career, Quality of Life, & Leadership

The American West at Risk:
Science, Myths, and Politics of Land Abuse and Recovery
by Howard G. Wilshire and Jane E. Nielson

October 8, 2009
9:30 am–12:30 pm
Denver Federal Center
Building 810
U.S. Geological Survey
Rocky Mountain Mapping
Auditorium
Lakewood, Colorado

2010 Career, Quality of Life, & Leadership Government Wide Denver, Colorado Forums: Dates and topics to be announced in December 2009

For further information on the Denver Government-Wide Forums, please contact Archie Barnes at (202) 208-4376, or visit our website at www.doi.gov/training

APPENDIX

DOI LEARN (Department of the Interior Learning Management System)

The Department of the Interior University (DOIU) and bureau training organizations are continuing to use DOI LEARN. All training registrations for Interior employees will be handled in DOI LEARN; however, the DOIU credit-card-payment system will be used to process credit-card payments for registrations created in DOI LEARN. For tuition-based courses, there is a link in the DOI LEARN supervisor's approval page to go to the DOIU credit card system to pay for the class. Payment can also be made at a later date by anyone with a purchase card at: <http://www.doiu.nbc.gov/cc>. You will receive a separate confirmation of your payment from the DOI University credit-card-payment system.

What does DOI LEARN provide?

- Access to information on all training opportunities within the Department of the Interior, regardless of the bureau hosting the training
- A portal for all Interior employees to review training opportunities and request training in a single online system
- An automated procedure for supervisors to review and approve or deny training requests, which has the potential to accelerate the approval process
- Systems to track, measure and report on human capital training and development expenditures and accomplishments
- Systems to manage training facilities and resources across the department. These systems will be used to automate the tracking and scheduling of classroom training resources, such as rooms, instructors, audio-visual equipment, and sleeping rooms.
- Metrics that Matter, a system integrated with DOI LEARN that will automate collecting and reporting on performance data for Interior's classroom and online training

Our goal is to meet your individual and organizational needs by providing exceptional customer service and the highest-quality learning experience. You can visit our website at www.doi.gov/training for additional information. If you have any questions about the registration process for classroom training, please call the following numbers:

DOI LEARN Points of Contact: If you have any questions about accessing online training or logging into DOI LEARN, please contact the Government Online Help Desk at (888) 466-1998 or doilearn@geolearning.com. For questions about DOI University course registrations or issues with payment, please contact DOIU at (202) 208-6278

Registration Procedures for All Other Federal Agencies: All non-DOI federal employees can register for DOI University courses through the DOI University website (<http://www.doi.gov/training>).

DOI LEARN Quick Reference Guide

Welcome to the Department of the Interior's Learning Management System DOI LEARN

Please enter your User Name and Password to access the web site.

Public Catalog Login



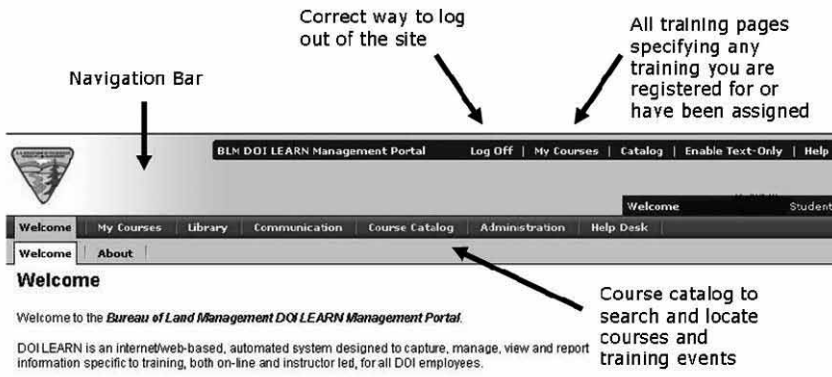
Please Log On:

User Name:

Password:

Turn on 508 Compliance?
 Yes No

[I forgot my password](#)



Navigation Bar

Correct way to log out of the site

All training pages specifying any training you are registered for or have been assigned

Welcome Student

Welcome My Courses Library Communication Course Catalog Administration Help Desk

Welcome About

Welcome

Welcome to the **Bureau of Land Management DOI LEARN Management Portal.**

DOI LEARN is an internet/web-based, automated system designed to capture, manage, view and report information specific to training, both on-line and instructor led, for all DOI employees.

Course catalog to search and locate courses and training events

Login

To launch DOI LEARN, open your browser and type the URL: <https://doilearn.doi.gov>

You will need your user name and password to access the system. If you forget your password, you can select “I forgot my password”; enter your work email address, and a new password will be sent to you. If you do not have a password, please call the 24-hour Government Online Help Desk at 1-866-466-1998.

Navigate

• Course Catalog

The Course Catalog allows all users to view the available courses, which can be located by either browsing through categories or by searching using keywords and filters.

• Simple Search:

- On the Navigation bar, click on “Course Catalog.”
- In the Keyword text box, type the word to search. This search will match the keyword to the Course Name, Vendor Name and Description. Keep your search to single words for best results.
- Use “Entire Catalog” to search all of the courses in the catalog.
- Click the “Search” button to start your search.
- Use “My Catalog” to search only for special courses for which the user can register. After searching, locate the course to view. Click the course title to view the details and reviews.

• Registering for a Course

1. After reviewing the course description, enter the estimated travel, per diem, and materials cost. (Do not use the dollar sign (\$). These fields are required. Enter “0” if no cost is anticipated.
2. Select “Agency” from the “Who’s Funding” drop-down list.
3. In the Comments text box, type the reason you are requesting this course. Click the “Apply” button. If the message appears stating “You are already registered for this course,” it means you have requested to be registered for a course.

After you complete these steps, the training request will be placed in the approval queue, waiting for supervisory approval. An email message will inform your supervisor of your request. You must receive supervisory approval through DOI Learn to be enrolled in a course.

• My Courses

The “My Courses” page lists all of the courses and tasks for which a student is registered. To navigate to “My Courses,” click on “My Courses,” and then click the “All Training” sub-tab.

Viewing a List of Your Registered Courses

The following section(s) will be shown:

1. **List of Online Registered Courses.** To view your online courses, click the “Online Courses” sub-tab.
2. **ILT Schedule.** To view your classroom training, click the “Instructor-Led Courses” sub-tab.
3. To view the learning plans assigned to you, click the “Learning Plan” sub-tab.

• Online Courses

Click on:

- “Course Name” to launch an On-line Course
- “References” to display references
- “History” to display your status
- “Test” to display your status for the test and test scores
- “Survey(s)” to launch the course survey
- “Feedback” to rate the course
- “Completion Certificate” to print a certificate

- **Instructor-Led Training**

Click on “Class Name/Course Name” to view the details of the class.

Options:

- “Request to Drop” allows you to request to be dropped from this class.
- “Test(s)” takes you to the “Testing” page.
- “Survey(s)” takes you to the “Survey” page.
- “View Conflicts” notifies you if this class conflicts with another class for which you are currently registered.

- **Student Transcript**

When you complete a course or test, your completion is recorded in your transcript.

1. Select the “Student Transcript” sub-tab.
2. From the “Report Format” drop-down, select the file format (spreadsheet, PDF, or word processing).
3. Click the “View Report” button.

- **My Information**

My Information allows you to view and modify your user profile. Information such as the name of your supervisor, phone number, email address and password can be changed here. To navigate to “My Information,” click on “Administration,” and then the “My Information” sub-tab.

- **Change Password**

1. In the Password text box, type your new password.
2. In the Confirm text box, retype your new password.
3. Click the “Save” button.

- **Edit User Profile**

1. Update your information in the editable fields of your user profile.
2. If the information cannot be edited, please notify the Government Online Help Desk (1-866-466-1998).
3. Click the “Save” button.

Note: Your supervisor on record approves your training request. Be sure this information stays current.

- **My Plan**

“My Plan” is a collection of learning plans that allow supervisors to assign curricula to students. Courses that are required, such as mandatory training, may also be assigned to users.

• Reports

Supervisors may run system reports for their employees. Reports are found under the “Administration” tab. Reports of interest include:

- Course Analysis—Views students’ listing, status, completion
- Student Summary—Students’ historical course information
- Student Transcript—Transcript details by student
- Survey Report—View students’ evaluation of training
- Test Report—View student test results
- Usage—Reports on students’ usage of the system

“My Reports” may contain reports that are specific to programs or activities.

Approval Process for Supervisors

• Approval Queue

Supervisors have the ability to review, approve, or deny student training requests using the Approval Queue. When a student requests training, the request will appear in the Approval Queue and the supervisor will receive an email stating the student requested training. The supervisor should then approve or deny that request using the Approval Queue. The Approval Queue is found by clicking on the “Course Catalog” tab and then the “Approval Queue” sub-tab.

• To Take Action on a Training Request

1. Supervisor logs into DOI Learn (<https://doilearn.doi.gov/>).
2. Click on “Course Catalog.”
3. Click on “Approval Queue.”
4. Click on “Search.” (A list of training requests for all supervised employees will be displayed.)
5. Click on “Awaiting Approval” in the line with the course title for the appropriate employee.
6. Maximize the pop-up window.
7. On the right hand side, select “Credit Card” in the “Payment Method” drop-down list.
8. Click on the “Go” button next to your selection.
9. Enter the required information (name, phone email). [Do not click the “submit” button yet.]
10. If the supervisor has a credit card and is ready to pay for the training, continue the steps below. (If not, go to item #30 highlighted below.)
11. Click on the link just above the required information (to www.doiu.nbc.gov/cc).
12. Enter the required information, including bureau.
13. In the “Select a Location” box, choose the appropriate leadership-and-performance center.
14. Select the class for which you wish to pay.
15. Click the “Submit” button at the bottom.

16. Complete the information and click “Submit.”
17. Click “Ready to Pay.”
18. Click “Next.”
19. If prompted by a security alert, click “Yes.” (You are now on the secure [Pay.gov](#) site.)
20. Select card type.
21. Type in your card number.
22. Enter your expiration date.
23. Click “Continue with Plastic Card Payment.”
24. Click in the box authorizing the charge.
25. Click “Submit Payment”
26. Wait for the approval.
27. Click “HERE” to complete the registration.
28. Print the receipt for your credit card records.
29. Click on “Return to DOI Learn.” (You should be back on the DOI Learn approval page.)
30. Select “Approved” in the “Action Taken” drop-down list.
31. Click “Submit.”

- **User Management**

The “User Management” feature allows supervisors to search, assign users to courses, or maintain user information.

Click on:

- “Edit” to edit the user’s profile
- “Edit Transcript” to view a transcript of courses and classes taken and to add extra transcript items
- “View Activity Log” to see when the user was logged into the site and for how long
- “Waivers” to manage course waivers
- “Learning Plan” to manage a user’s learning plans

Technical Tips

Please contact your organization's IT Help Desk support group if you have any questions about any system settings. Best performance settings are:

- **Browsers**
 - Browser: Internet Explorer version 6
 - JavaScript: Enabled
 - JavaScript Version: 1.5
 - Pop-up Blocker: Disabled
 - Cookies: Enabled
 - Check for Newer Versions of Stored Pages: Every time you start IE
- **Plug-Ins**
 - Java: Enabled
 - Flash: Enabled
 - Windows Media Player: Enabled
- **Suggestions:**
 - Do not launch IE from your Lotus Notes client.
 - Use Microsoft Internet Explorer and not Netscape.
 - Delete your cookies and temp files.
 - Do not close browser windows that may appear.

Help Desk

For help, call 1-866-466-1998. The Government Online Help desk provides support 24 hours a day, 7 days a week.

Registration Procedures for All Other Federal Agencies

All non-DOI federal employees can register for DOI University courses through the DOI University website (<http://www.doi.gov/training>).



Department of the Interior University
Leadership and Performance Centers

Class Registration Form

Date: _____

First Name: _____

Last Name: _____

Job Title: _____

Supervisory _____

Non-Supervisory _____

Bureau: _____

Office: _____

Office Address: _____

Phone: _____

Fax: _____

Email: _____ Supervisor's Email: _____

Title and Date(s) of Requested Class: _____

Location of Requested Class (please check appropriate location):

Anchorage, AK _____ Denver, CO _____ Albuquerque, NM _____ Washington, DC _____

Cost (if applicable): _____

Payment for the training is due 10 business days prior to the start of the training.

If payment is not received on or before that date, your enrollment in the training will be canceled.

Supervisory Approval:

I certify that the student named above has received approval, and is available to attend the entire class requested. If there is a cancellation, DOI University will be notified at least 10 business days before the scheduled class.

Approved by: _____ Date: _____

Title: _____ Telephone: _____

Please fax this registration form to the appropriate location (i.e. the location of your requested training):

(No cover sheet is required)

Albuquerque – Attention: Kimberly Belone, (505) 346-2768 voice, **(505) 346-2770 fax**

Anchorage – Attention: Dawn Gillette, (907) 271-3720 voice, **(907) 271-3724 fax**

Denver – Attention: Denelle Garcia, (303) 969-5630 voice, **(303) 969-5429 fax**

Washington DC – Attention: Mary Catalano, (202) 208-3757 voice, **(202) 208-5184 fax**

You will be notified of your status for this class (slot available or wait listed). If you have any questions, please contact the appropriate point of contact listed above.

What Are Competencies and Why Are They Important?

A competency is a combination of skills, knowledge, characteristics, and traits that contribute to outstanding performance in a particular job. When you put a series of competencies together, it is called a competency model, and shows you the difference between outstanding and average performance of that job.

Basically, a competency is what outstanding performers 1) do more often, 2) do in more situations, and 3) do with better results than average performers.

Competencies create a common bond of understanding and a common language for discussing performance. They are used to clarify organization mission and goals and what it takes to achieve those goals. Competencies are also very useful in predicting the future skills that the organization will need.

You can use the competencies identified in this catalog to plan your training based on your individual and the organization's needs. You may want to develop a new competency or strengthen an existing competency. Using the competencies as a guide to course selection will ensure that you are spending your valuable time and training dollars on the most-appropriate learning activity.

Executive Core Qualifications

The Office of Personnel Management is committed to ensuring the quality of all levels of leadership throughout the federal government. Leaders must excel within a results-oriented performance culture, and the Executive Core Qualifications (ECQs) ensure they have the competencies to do so.

Recognizing the current and future needs of federal leaders, and the importance of succession planning and effective performance management, DOI's Leadership and Performance Centers have carefully designed their training and development opportunities around these revised competencies. The following pages contain OPM's revised ECQs, which became effective October 1, 2006.

Executive Core Qualifications

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
Definitions				
<p>This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.</p>	<p>This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.</p>	<p>This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core qualification involves the ability to manage human, financial, and information resources strategically.</p>	<p>This core qualification involves the ability to build coalitions internally and with other federal agencies, state and nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p>
Competencies				
<ul style="list-style-type: none"> • Creativity and Innovation • External Awareness • Flexibility • Resilience • Strategic Thinking • Vision 	<ul style="list-style-type: none"> • Conflict Management • Leveraging Diversity • Developing Others • Team Building 	<ul style="list-style-type: none"> • Accountability • Customer Service • Decisiveness • Entrepreneurship • Problem Solving • Technical Credibility 	<ul style="list-style-type: none"> • Financial Management • Human Capital Management • Technology Management 	<ul style="list-style-type: none"> • Partnering • Political Savvy • Influencing/Negotiating

Executive Core Qualifications and Competency Definitions

ECQ 1: Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Competencies

<i>Creativity and Innovation</i>	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
<i>External Awareness</i>	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
<i>Flexibility</i>	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
<i>Resilience</i>	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
<i>Strategic Thinking</i>	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
<i>Vision</i>	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2: Leading People

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Competencies

<i>Conflict Management</i>	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
<i>Leveraging Diversity</i>	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
<i>Developing Others</i>	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
<i>Team Building</i>	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ 3: Results Driven

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Competencies

<i>Accountability</i>	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
<i>Customer Service</i>	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
<i>Decisiveness</i>	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
<i>Entrepreneurship</i>	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
<i>Problem Solving</i>	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
<i>Technical Credibility</i>	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen

Definition: This core qualification involves the ability to manage human, financial, and information resources strategically.

Competencies

<i>Financial Management</i>	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
<i>Human Capital Management</i>	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
<i>Technology Management</i>	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions

Definition: This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private-sector organizations, foreign governments, or international organizations, to achieve common goals.

Competencies

<i>Partnering</i>	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
<i>Political Savvy</i>	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
<i>Influencing/ Negotiating</i>	Persuades others; builds consensus through give-and-take; gains cooperation from others to obtain information and accomplish goals.

Fundamental Competencies

Definition: These competencies are the foundation for success in each of the Executive Core Qualifications.

Competencies

<i>Interpersonal Skills</i>	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
<i>Oral Communication</i>	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
<i>Integrity/Honesty</i>	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
<i>Written Communication</i>	Writes in a clear, concise, organized, and convincing manner for the intended audience.
<i>Continual Learning</i>	Assesses and recognizes own strengths and weaknesses; pursues self-development.
<i>Public Service Motivation</i>	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

FY 2010 Executive Core Competency Tables

On the following three pages, you will find tables that will help you map out the executive core competencies addressed in Leadership, Management, & Supervisory Development Courses, and other special programs offered by DOI University in fiscal year 2010.

Executive Core Competencies for Leadership, Management, & Supervisory Development Courses																
												PP = Program Participants	New Sup = New Supervisors			
		Crucial Conversation														
		Effective Listening Skills														
		Treats Others With Respect														
		Giving & Receiving Feedback														
		Written Communication														
		Vision/Communicating Vision					●								●	
		Technology Management														
		Technical Credibility														
		Team Building/Motivating				●		●	●				●			
		Strategic Thinking					●									
		Service Motivation														
		Resilience														
		Problem Solving					●		●	●			●			
		Political Savvy							●						●	
		Partnering/Collaboration Skills														
		Oral Communication											●			
		Interpersonal Skills				●			●	●	●					
		Integrity/Honesty					●						●			
		Influence/Negotiating							●	●					●	
		Human Capital Management	●	●							●					
		Flexibility					●			●						
		Financial Management														
		External Awareness								●						
		Entrepreneurship													●	
		Developing Others							●				●		●	
		Decisiveness						●	●	●					●	
		Customer Service					●					●				
		Leveraging Diversity							●			●			●	
		Creativity & Innovation					●									
		Continual Learning										●				
		Conflict Management				●							●			
		Accountability					●	●	●	●					●	
Course Titles		40 Hour Supervision: Level I—Basic Skills														
		40 Hour Supervision: Level II Building & Leading Effective Teams														
		Changing the Essence: Planning Change...														
		Creating & Working in an Ethical Culture...														
		Cultural Diversity & Ethics Guidelines...														
		Delegation: Developing Others Through Shared Work														
		Effective Employee Discipline														
		Emotional Intelligence in the Workplace														
		Employee Relations for Supervisors and Managers														
		Entrepreneurial Leader: Advanced Leadership Skills...														
Target Audience		SMT														
		SMT														
		All														
		SMT														
		All														
		All														
		All														
		All														
		SMT														
		SMT														
		SMT=Supervisors, Managers, & Team Leaders														
		All = All Federal Employees														
		PP = Program Participants														
		New Sup = New Supervisors														

Course Titles	Expert Management Techniques Supervision,...	The Human Resources Professional as Consultant ...	Handling Problem Employees...	Leadership & Management Skills for Non-Managers	Leading With Integrity	Mastering Intercultural Communications	Practical Skills for Developing & Implementing Strategy	Six Core Competencies of Leadership	Successful Mentoring Skills	Supervising Federal Wildland Firefighters...	Timeless Leadership: Building Longevity & Loyalty...	Transitioning to a Supervisory Role	SMT=Supervisors, Managers, & Team Leaders	All = All Federal Employees	PP = Program Participants	New Sup = New Supervisors
Crucial Conversation																
Effective Listening Skills																•
Treats Others With Respect																•
Giving & Receiving Feedback																•
Written Communication				•				•								
Vision/Communicating Vision	•							•								
Technology Management																
Technical Credibility																
Team Building/Motivating	•							•		•		•				
Strategic Thinking	•						•			•						
Service Motivation								•								
Resilience					•			•								
Problem Solving	•			•	•			•	•	•						
Political Savvy	•															
Partnering/Collaboration Skills		•						•								
Oral Communication	•			•				•								•
Interpersonal Skills	•	•	•	•	•	•		•	•							•
Integrity/Honesty	•				•			•								•
Influencing/Negotiating	•	•					•	•								•
Human Capital Management		•	•			•			•			•				•
Flexibility	•				•			•								
Financial Management																
External Awareness		•						•		•						
Entrepreneurship		•						•								
Developing Others									•	•						•
Decisiveness	•			•	•			•								•
Customer Service		•														•
Leveraging Diversity						•		•	•			•				•
Creativity & Innovation	•	•					•	•								•
Continual Learning	•	•			•			•								•
Conflict Management			•	•								•				•
Accountability					•			•								•

Executive Core Competencies for Special Programs		Competency Matrix								Target Audience
		GS 6-9	PP	GS 9-12	PP	PP	PP	PP	GS-15	
Crucial Conversation										
Effective Listening Skills	●	●	●	●	●	●	●	●	●	
Treats Others With Respect	●	●	●	●	●	●	●	●	●	
Giving & Receiving Feedback										
Written Communication	●	●	●			●			●	
Vision/Communicating Vision		●		●				●	●	
Technology Management								●	●	
Technical Credibility	●		●			●		●	●	
Team Building/Motivating		●		●		●		●	●	
Strategic Thinking		●		●				●	●	
Service Motivation	●		●					●	●	
Resilience			●					●	●	
Problem Solving	●		●			●		●	●	
Political Savvy		●	●	●				●	●	
Partnering/Collaboration Skills	●		●					●	●	
Oral Communication	●	●	●			●		●	●	
Interpersonal Skills	●	●	●	●		●		●	●	
Integrity/Honesty	●	●	●	●		●		●	●	
Influenc/Negotiating			●	●				●	●	
Human Resource Management				●				●	●	
Flexibility	●	●	●			●		●	●	
Financial Management		●	●	●				●	●	
External Awareness								●	●	
Entrepreneurship				●				●	●	
Developing Others								●	●	
Decisiveness			●	●				●	●	
Customer Service	●	●	●	●		●		●	●	
Leveraging Diversity		●	●			●		●	●	
Creativity & Innovation		●				●		●	●	
Continual Learning	●	●	●	●		●		●	●	
Conflict Management			●					●	●	
Accountability	●	●	●	●		●		●	●	
Course Titles	Executive Assistant Certificate Program	Financial Management Career Fellows Program	Foundations in Leadership	Government-wide Acquisition Fellows Program	Office of the Secretary Management Fellows Program	Presidential Management Fellows Program	Senior Executive Service Candidate Development Program			

SMT =Supervisors, Managers, & Team Leaders All = All Federal Employees PP = Program Participants New Sup = New Supervisors

Building an Individual Development Plan

An individual development plan (IDP) is a formal, written commitment to learn something new, and an organized plan for learning it. An IDP allows you to identify something you would like to learn that benefits both you and the organization. Then you figure out how to do it—for example, through formal training, on-the-job training, other experiential activities, or through self-directed activities—and put that information to use. Creating the IDP becomes a road map for your development.

The most-successful employees take responsibility for their own growth and development by identifying their career goals, preparing for upcoming changes, and identifying the skills that they will need in their current and future jobs. Together with their supervisors, they create a development plan that aligns with the DOI mission and goals, and promotes personal growth and effectiveness.

Sample IDP:

Individual Development Plan FY10

Skill/Competency	Activity	Source	Cost	Date
1. Knowledge of budget concepts and processes	Principles of Federal Appropriations Law	DOI University	\$550	February 24–26, 2010
2. Knowledge of federal accounting	Demonstrate and apply federal accounting policies and procedures	On-the-job training	No cost	Ongoing

What Are Continuing Education Units (CEUs), Continuing Professional Education Credits (CPEs), Continuous Learning Points (CLPs), Professional Development Units (PDUs)?

Continuing Education Units (CEUs) are recognized internationally as a measure of professional education and training. CEUs can be used to provide employers with a history of an employee's professional development activities and to apply for relicensure or recertification, as defined by state agencies or professional organizations. You will receive one CEU for every 10 hours of participation. To earn CEUs and receive a certificate of completion, you must complete the entire class and pass any applicable exams.

Continuing Professional Education (CPE) is an important topic in the financial arena. Certified Public Accountants (CPAs) are required by state governing boards to earn CPE credits in order to maintain CPA licenses and enhance their professional competence. Continuing Professional Education is the term to describe the educational activities that assist CPAs in achieving and maintaining quality in professional services. CPE credits are granted based on a 50-minute hour; you are eligible for one CPE credit for every 50 minutes of instruction. For your convenience, course descriptions in this catalog include CPE-credit information. Though not specific to maintaining a certificate, earning CPE credits shows your desire to improve your personal professional skills, abilities, and knowledge, and demonstrates to superiors your personal motivation and initiative.

Continuous Learning Points (CLPs) are professional education and training measurement units recognized in the acquisition field. The federal government continues to expand the training and job experience requirements for professionals in the acquisition field. CLPs can be earned through related on-the-job experiences, training courses and contract-administration experience.

After attending a basic 40-hour COTR certification course, a Contracting Officer's Technical Representative (COTR) is required to earn 40 CLPs every two years in a course other than the basic COTR certification course. To help you fulfill this requirement, DOI University will be offering a 40-credit-hour/40 CLPs COTR Refresher Seminar in FY 2010.

Professional Development Units (PDUs) are the measuring units used by the Project Management Institute, Inc., to qualify approved learning and professional service activities. Typically, one PDU is earned for every hour spent in a planned, structured learning experience or activity. For conversion purposes, one Continuing Education Unit (CEU) equals ten PDUs

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