



2021 Nationwide Training Catalog

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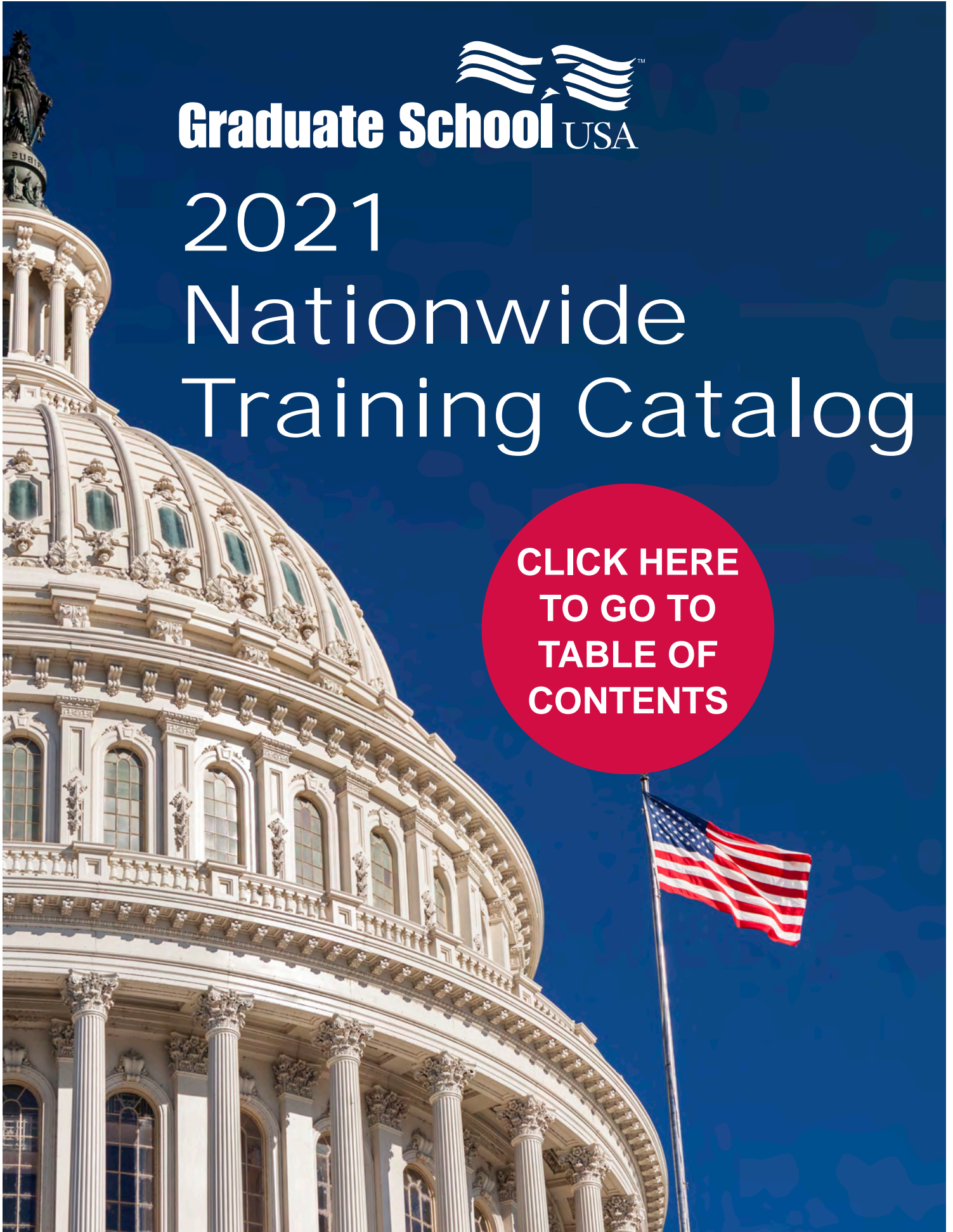


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www.graduateschool.edu/ba

BUSINESS ANALYSIS

Business analysts understand business problems and opportunities in the context of specific requirements and recommend solutions that enable an organization to achieve its goals. Our Business Analysis curriculum includes courses designed to help participants acquire practical skills to carry out the entire business analysis process, which includes eliciting, analyzing, communicating, and validating requirements for changes to business processes, policies, and information systems.

Foundation Course

- Business Analysis: Overview (PGMT7400D)

Intermediate Courses (in recommended order)

- Business Analysis Planning Workshop (PGMT8321D)
- Eliciting and Communicating Business Requirements (PGMT8322D)
- Requirements Analysis, Solution Assessment and Validation (PGMT8323D)



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Certificate in Business Analysis

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

Four courses are required to complete the certificate program. They appear below in recommended order.



Course Title	Course Code	Day(s)	Credits
<u>Business Analysis: Overview</u>	PGMT7400A	3	1.8 CEU
<u>Business Analysis Planning Workshop</u>	PGMT8321A	2	1.2 CEU
<u>Eliciting and Communicating Business Requirements</u>	PGMT8322A	2	1.2 CEU
<u>Requirements Analysis, Solution Assessment and Validation</u>	PGMT8323D	2	1.2 CEU

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Business Analysis: Overview

PGMT7400A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Business Analysis.
Click here for more information.

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

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

This workshop complies with the Guide to the Business Analysis Body of Knowledge (BABOK®) and is part of the Certificate of Accomplishment in Business Analysis.

Business Analysis Planning Workshop

PGMT8321A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Business Analysis.
Click here for more information.

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

This workshop complies with the Guide to the Business Analysis Body of Knowledge (BABOK®) and is part of the Certificate of Accomplishment in Business Analysis.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Eliciting and Communicating Business Requirements

PGMT8322A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Business Analysis.
Click here for more information.

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

This workshop complies with the Guide to the Business Analysis Body of Knowledge (BABOK®) and is part of the Certificate of Accomplishment in Business Analysis.

Requirements Analysis, Solution Assessment and Validation

PGMT8323D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Business Analysis.
Click here for more information.

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

This workshop complies with the Guide to the Business Analysis Body of Knowledge (BABOK®) and is part of the Certificate of Accomplishment in Business Analysis.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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www.graduateschool.edu/acquisition

FEDERAL ACQUISITION AND CONTRACTING

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

We offer the courses needed to meet training requirements for:

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



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Federal Acquisition **Certification** Continuous Learning

www.graduateschool.edu/acquisition

Federal Acquisition Certification (FAC)

Meeting Requirements for Continuous Learning

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

Continuous Learning Points (CLPs)

GSUSA offers a wide array of learning opportunities which can meet the Federal Acquisition Institute's continual learning requirements for FAC: C, FAC: COR and FAC: P/PM.

The Federal Acquisition Institute (FAI) has identified six business competencies for acquisition professionals

:

- Ability to Influence
- Customer Service
- Critical Thinking
- Oral Communication
- Problem Solving
- Written Communication

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

The following table identifies many of the GSUSA courses which support FAI's continual learning requirements. Please note that many of our course offerings support more than one FAI business competency.

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Business Competency: Ability to Influence		
Course Title	Course Number	Duration
Communicating for Results	COMM7003	2 days
Communication Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	Self-paced
Briefing Techniques	COMM7002	3 days
Negotiating Techniques	MGMT9104	2 days
Leadership Skills for Non-Supervisors	ADMB7506	2 days
The Power of Influence over Authority	MGMT7120	2 days
Leading Change	MGMT7201	5 days
Managing A Virtual Workforce	MGMT9013	2 days
Interpersonal Communications	COMM7006	2 days
Managing for Results	EXEC9913	3 days
Leading People	EXEC9912	3 days
Emotionally Intelligent Leaders	LEAD8007	2 days
Business Competency: Critical Thinking		
Critical Thinking	ADMB8146	2 days
Constructive Conflict Resolution	COMM7004	3 days
Jump Starting High Performing Teams	TDEV7021	2 days
Clear Writing through Critical Thinking	WRIT7100	2 days
Fundamentals of Writing	WRIT7010	3 days
Business Analysis: Overview	PGMT8321	3 days
Data Collection and Storytelling	PGMT8050	5 days
Management Analysis: Overview	PGMT7000	4 days
Project Management Essentials	PGMT7007	4 days
Business Competency: Oral Communication		
Communicating for Results	COMM7003	2 days
Communications Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB9104	Self-paced
Briefing Techniques	COMM 7002	3 days
Negotiating Techniques	MGMT9104	1 day
Effective Communications with Customers	COMM8000	2 days
Speaking with Confidence	COMM7010	3 days
Listening and Memory Development	COMM7007	2 days
Positive Approaches with Difficult People	COMM7009	2 days
Assertiveness Skills	COMM7001	1 day
Interpersonal Communications	COMM7006	2 days
Business Competency: Customer Service		
Communicating for Results	COMM7003	2 days
Customer Service Excellence	ADMB7003	2 days
Constructive Conflict Resolution	COMM7004	5 days
Effective Communications with Customers	COMM8000D	2 days
Positive Approaches with Difficult People	COMM7009	2 days
Speaking with Confidence	COMM7010	3 days
Clear Writing through Critical Thinking	WRIT7100	3 days
Interpersonal Communications	COMM7006	2 days
Negotiating Techniques	MGMT9104	1 day

Business Competency: Problem Solving		
Course Title	Course Number	Duration
Communicating for Results	COMM7003	2 days
Communication Skills	COMM7005	2 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	Self-paced
Negotiating Techniques	MGMT9104	1 day
Business Analysis: Overview	PGMT7400	3 days
Business Analysis Planning Workshop	PGMT8321	2 days
Eliciting and Communicating Business Requirements	PGMT8322	2 days
Project Management Essentials	PGMT7007	4 days
Management Analysis: Overview	PGMT7000	4 days
Managing for Results	EXEC9913	3 days
Leading People	EXEC9912	3 days
Emotionally Intelligent Leaders	LEAD8007	1 day
Business Competency: Written Communication		
Communicating for Results	COMM7003	2 days
Communications Skills	COMM7005	5 days
Constructive Conflict Resolution	COMM7004	3 days
Effective Meetings	ADMB8006	2 days
Briefing Techniques	COMM7002	2 days
Negotiating Techniques	MGMT9104	1 day
Clear Writing through Critical Thinking	WRIT7100	3 days
Editing for Impact	EDIT7100	2 days
Effective Government Correspondence	WRIT7007	2 days
Fundamentals of Writing	WRIT7010	3 days
Government Email Writing	WRIT7041	1 day
Grammar for Professionals	ENGL7005	3 days
Writing for Results	WRIT7110	2 days
Proofreading	EDIT7001	2 days
In addition to the above courses designed to enhance an acquisition professional's business skills, Graduate School USA offers the following technical courses to build upon an acquisition professional's technical knowledge:		
Introduction to Federal Accounting	ACCT7001	4 days
Congressional Budget Process	BUDG8175	2 days
Federal Budget Process	BUDG7103	2 days
Introduction to Federal Budgeting	BUDG70001	3 days
Antideficiency Act	FINC7207	1 day
Federal Appropriations Law	FINC7100	4 days
Federal Appropriations Law Refresher and Update	FINC8147	1 day
Managers and Auditors Roles in Assessing Internal Controls	AUDT8003G	2 days
Budget Justification and Presentation	BUDG7102	3 days
Planning, Budgeting and Performance Management	BUDG8108	3 days
Budget Formulation	BUDG7101	3 days
Basic Government Auditing	AUDT7001	5 days
Contract Auditing	AUDT8801	5 days
Using Metrics to Measure Performance	AUDT8027	3 days
Contract and Procurement Fraud	AUDT8036	2 days
Zeroing in on Bribes and Kickbacks	AUDT8950	2 days
Assessing Financially Related Activities and Controls	AUDT8811	4 days

Advanced COR Workshop

ACQI9008A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Basic Contract Administration

ACQI7500A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

Learning outcomes

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

Who should attend?

Recommended for individuals with full-time contract management duties

Others may want to take [Contracting Basics for CORs](#) (ACQI7503D).

Consulting Skills for Contracting Professionals

ACQI8210A 3 Days 24 CPE (equivalent to 24 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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

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

We can provide customized support to your agency to help you meet your annual training requirements.

**For more information, visit
www.graduateschool.edu/gsa
or call 800.787.9074.**

Contracting Basics for Administrative Personnel

ACQI7502A 3 Days 24 CPE (equivalent to 24 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Contracting Basics for CORs

ACQI7503A 3 Days 24 CPE (equivalent to 24 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Contracting Officer's Representative Course

ACQI7503A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

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

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Learning outcomes

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

Who should attend?

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

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COR Essentials

ACQI7028A 1 Day 8 CPE (equivalent to 8 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

COR Refresher

ACQI7513A 1 Day 8 CPE (equivalent to 8 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Those needing additional training to satisfy FAC-COR requirements should consider or [Advanced COR Workshop](#) (ACQI9008D).

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Federal Contracting: Ethics Compliance and Enforcement

ACQI7023A 2 Days 16 CPE (equivalent to 16 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Federal Appropriations Law for Acquisition Professionals

ACQI7030A 2 Days 16 CPE (equivalent to 16 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Acquisition professionals play a critical role in helping achieve an agency’s mission through planning, awarding and administering contracts with commercial providers. The instructor, using the GAO’s Principles of Federal Appropriations Law the “Red Book”, will provide essential information to acquisition professionals regarding the general principles and exceptions to these principles that are most often need to be considered when making obligation decisions during the acquisition life cycle.

This course provides the information needed by those in the acquisition community to understand federal appropriation law- the study of the proper use of government funds. The source material for this course is the Government Accountability Office (GAO) Principles of Federal Appropriations Law (known as the “Red Book.”)

The basics for federal appropriations law are the same for all government personnel, however, this course provides acquisition personnel additional focused knowledge they need to understand and apply those principles most directly aligned with federal acquisition.

Learning outcomes

- Assess propriety of administrative decisions
- Comply with Federal Acquisition Regulation (FAR)
- Apply Comptroller General Decisions
- Assist in the obligation and payment of funds
- Properly make scope and severability decisions impacting fiscal year usage
- Avoid Antideficiency Act violations

Who should attend?

Contracting Officers, Contract Specialists, Procurement Analysis, Program and Project Managers, and Contracting Officer Representatives, Administrative Officers and Staff.

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Government Contract Law

ACQI8505A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

FAR Basics

ACQI7100A 3 Days 24 CPE (equivalent to 24 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

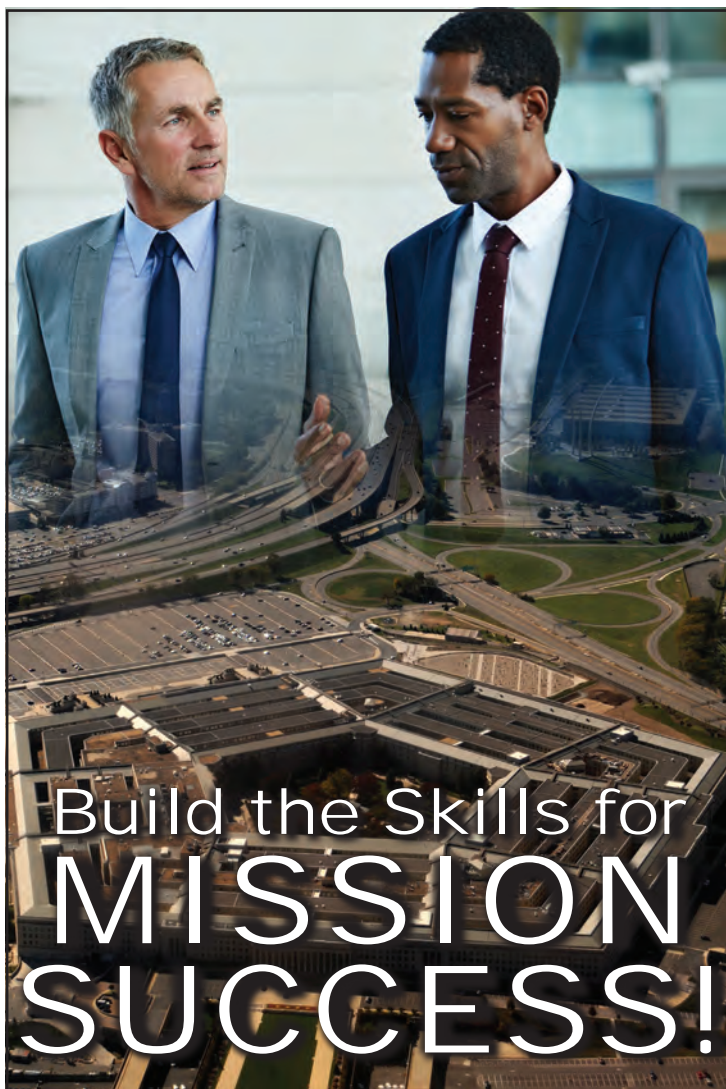
Receive a copy of the FAR and learn how to use it as well as how to keep up-to-date on all FAR changes. Complexity is made understandable in this course. The FAR is used for hands-on problem-solving exercises that emphasize critical analytical thinking to achieve the best business decisions based on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

Learning outcomes

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

Who should attend?

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



Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

**For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.**

Performance-Based Statements of Work

ACQI8517A 3 Days 24 CPE (equivalent to 24 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

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

Shaping Smart Business Arrangements

ACQI7501A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

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

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

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

Learning outcomes

- Identify both the past and present acquisition environment to understand the evolution of contracting so that smart business decisions can be made by an informed workforce
- Identify the various mission areas of the military departments and defense agencies and the contracting support that these mission areas require so that you will be able to support the development of business strategies
- Identify the benefits and principles of building and sustaining successful teams so that you will be able to use business knowledge, analysis, and strategies efficiently as an active participant on the Acquisition Team

- Identify a business solution based upon application of the six-step problem-solving model and four other decision-making tools
- Describe the eleven principles of leadership and the leadership actions necessary to implement sound business decisions for contracting
- Correctly identify information contained in the Federal Acquisition Regulations (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS)
- Identify the critical need for all parties involved in procurement business to reflect the highest standards of integrity and ethical behavior
- Determine the relationship between the financial and acquisition communities and how fundamental financial principles and requirements are important factors to consider so that you will be able to develop a smart business arrangement
- Identify basic laws and legal processes that govern federal contracting so that smart business decisions can be made by an informed workforce
- Recognize how e-business initiatives facilitate the efficiency of the acquisition process
- Understand the requirements of market research in identifying the best business arrangement
- Determine the appropriate business alternative so the customer's need is met considering the customer's definition of value
- Know the best business advice to provide to the Acquisition Team to best address the customers' concerns and mission needs when considering the contracting process
- Recognize the interaction and interdependence of the contractor, the government, and the taxpayer while efficiently managing taxpayers' dollars and developing smart business arrangements
- Know the various career opportunities available for contracting professionals

Who should attend?

Anyone working in acquisition-related fields

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Contract Auditing

AUDT8801A 5 Days 40 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors and others involved in auditing forward pricing and historical contracts

Level: Intermediate

Contract and Procurement Fraud

AUDT8036A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

- Identify the auditor's responsibilities for the detection and investigation of contract fraud
- Explain primary federal criminal and civil laws that address contract fraud
- Identify federal laws, rules, and regulations that govern the contracting process
- The role that auditors perform in the contracting process
- Identify contract fraud schemes that take place in including false claims, and small and minority fronts
- Examine auditor interface with investigators, prosecutors, contracting officials and whistleblowers
- Describe criminal, civil, and administrative and contractual remedies for contract fraud
- Discuss challenges to auditor independence that arise in conducting audits related to contracts and procurement
- Identify methods to obtain information from agencies, contractors, and third parties needed to audit and investigate contract fraud

Who should attend?

Auditors looking to enhance detect fraud in government contracting programs

Level: Intermediate

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Simplified Acquisition Procedures

ACQI7506A 5 Days 40 CPE (equivalent to 40 CLP)



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

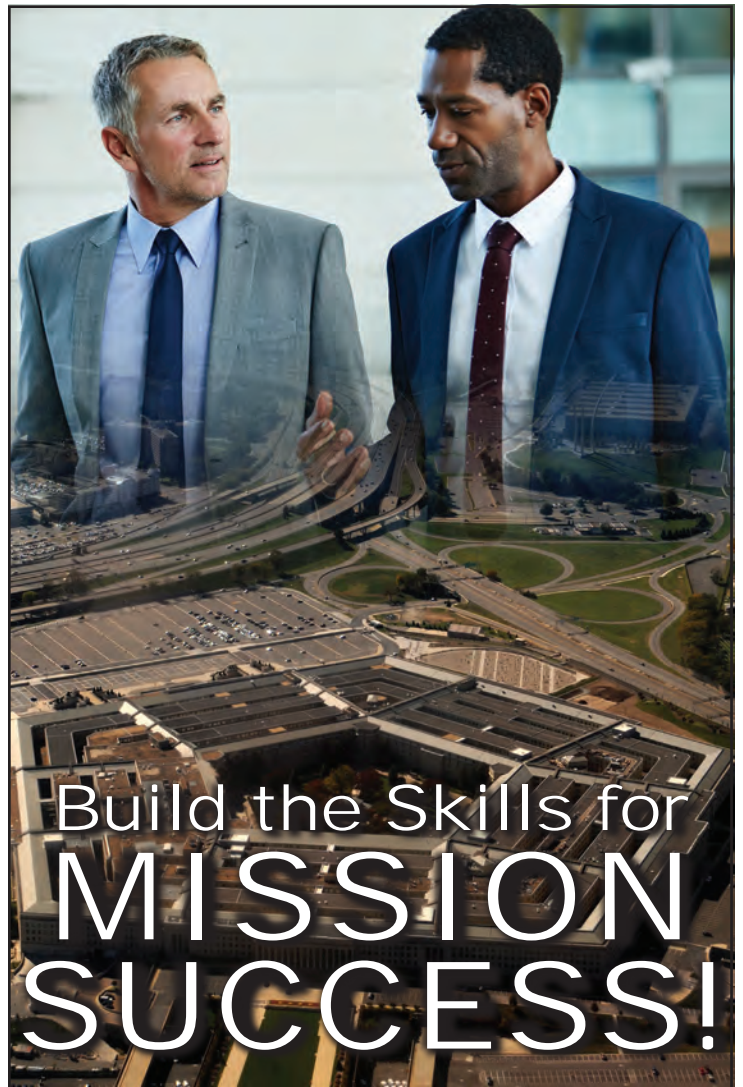
Learn the basics of simplified acquisition procedures, necessary for those involved in making some of the millions of purchases of essential products and services required by federal agencies. Learn how to perform better by using the latest electronic enhancements in the acquisition process. Learn about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

Learning outcomes

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

Who should attend?

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



Training for the Department of Defense

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or call 888.744.GRAD.**

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www.graduateschool.edu/communication

COMMUNICATION AND PROFESSIONAL SKILLS

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

- Business and Administrative Skills
- Communication
- English and Writing

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

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

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



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Business and Administrative Skills



www.graduateschool.edu/communication

Instructional Design Essentials

ADMB9006A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

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Customer Service Excellence

ADMB7003A 2 Days 1.2 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Anyone who deals with internal or external customers

Critical Thinking

ADMB8146A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Managing Multiple Priorities

ADMB7007A 1 Day .6 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Office Management

ADMB7009A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

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Click here to send a message to our Business Development Team.

Time Management

ADMB7028A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

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This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

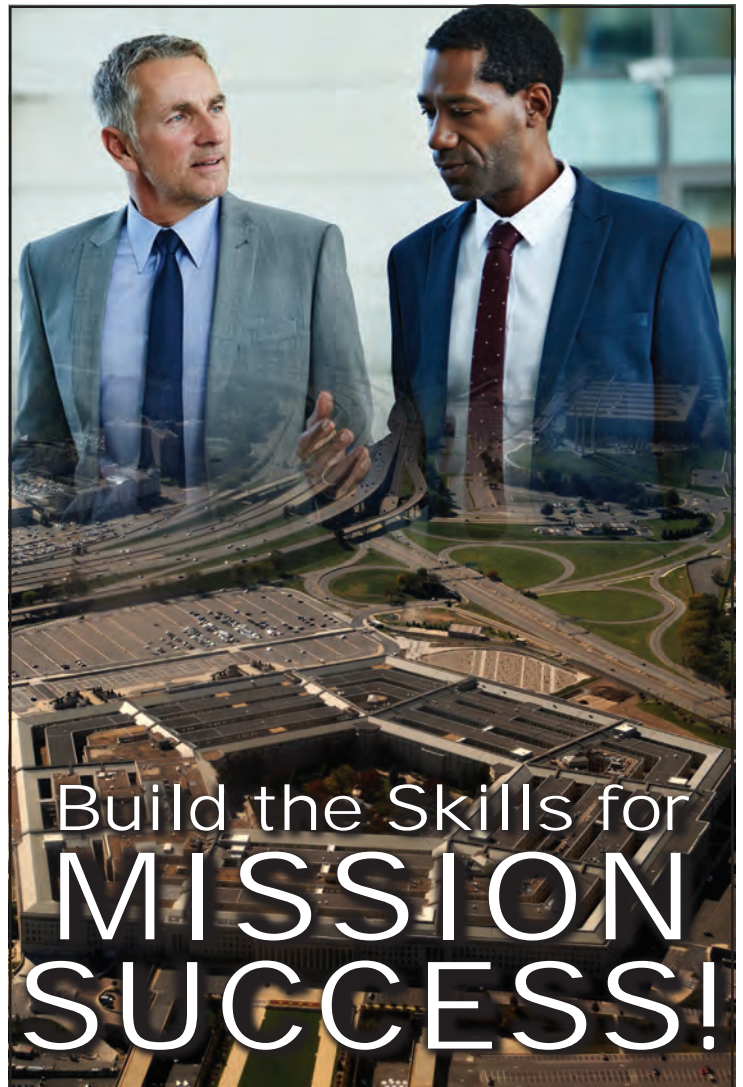
Discover practical techniques for managing time and increasing your professional and personal effectiveness. Learn how to devote time to the most important tasks and goals, how to organize yourself, and how to organize your environment. Implement strategies for handling interruptions, anticipating deadlines,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

Learning outcomes

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

Who should attend?

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



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Communication Skills



www.graduateschool.edu/communication

Instructor Training

CDEV9001A

4 Days

2.4 CEU

\$1,199



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

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Assertiveness Skills

COMM7001A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Briefing Techniques

COMM7002A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

Anyone who wants to deliver clear and succinct briefings

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Communication Skills

COMM7005A

5 Days

3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

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If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Communicating for Results

COMM7003A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Grants Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Anyone who wants to communicate more effectively with others at work

Constructive Conflict Resolution

COMM7004A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Anyone who wants to better manage workplace conflicts

Effective Communication with Customers

COMM8000A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Increasing Personal Effectiveness

COMM7027A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Interpersonal Communications

COMM7006A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Program and Management Analysis.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

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Listening and Memory Development

COMM7007A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Positive Approaches to Difficult People

COMM7009A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

DIVE DEEP

The more
you know,
the better
the outcome.

Our **Certificate Programs**
provide long-term learning
and the acquisition of both
broad and specialized skills
that will benefit you and your
organization.

**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

Speaking with Confidence

COMM7010A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

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schedule and tuition. For contract training
information call 800.787.9074.



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

Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

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Clear Writing through Critical Thinking

WRIT7100A

3 Days

1.8 CEU

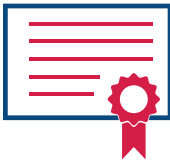


This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Contract Training

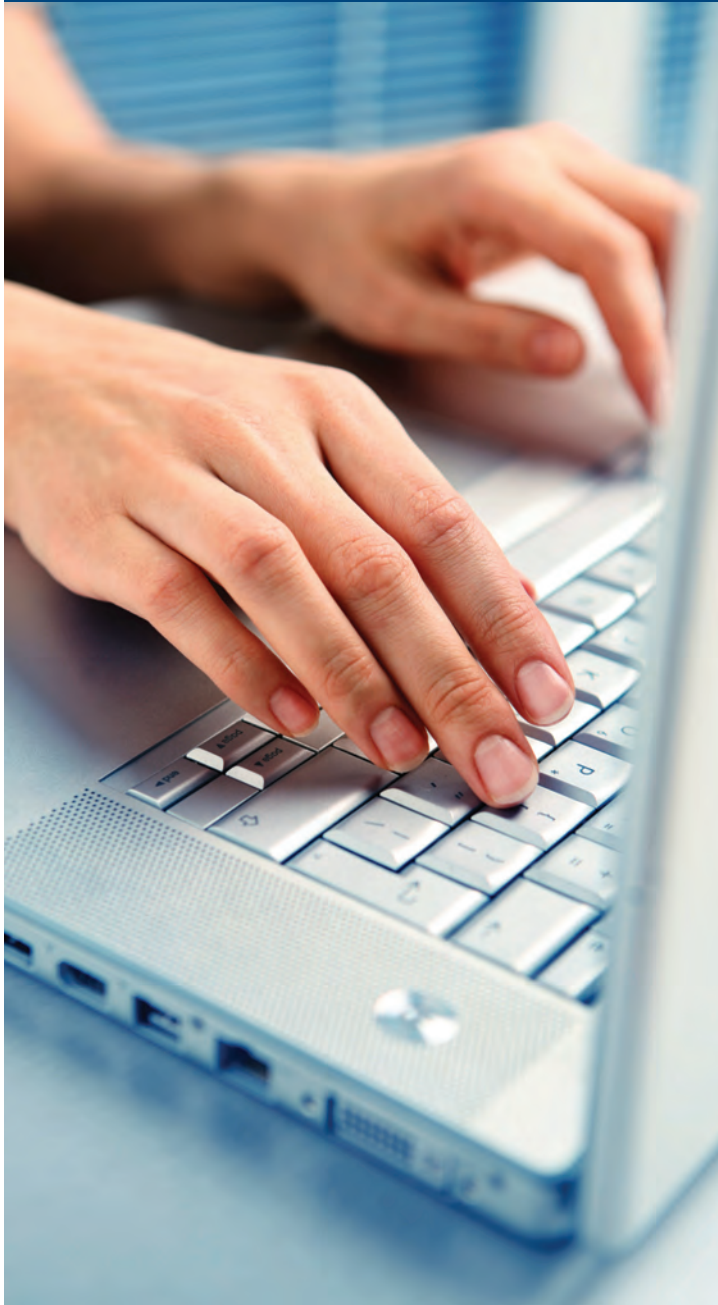
Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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English and Writing Skills



www.graduateschool.edu/communication

Editing for Impact

EDIT7100A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

Everyone who needs to edit or review documents

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

Effective Government Correspondence

WRIT7007A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Essentials of English

ENGL7000A 5 Days 3 CEU \$1,399



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Executive Writing

WRIT9001A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Fundamentals of Writing

WRIT7010A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Government Email Writing

WRIT7041A

1 Day

.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Grammar for Professionals

ENGL7005A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
**DoD Financial Management
Certification Program.**
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Proofreading

EDIT7001A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

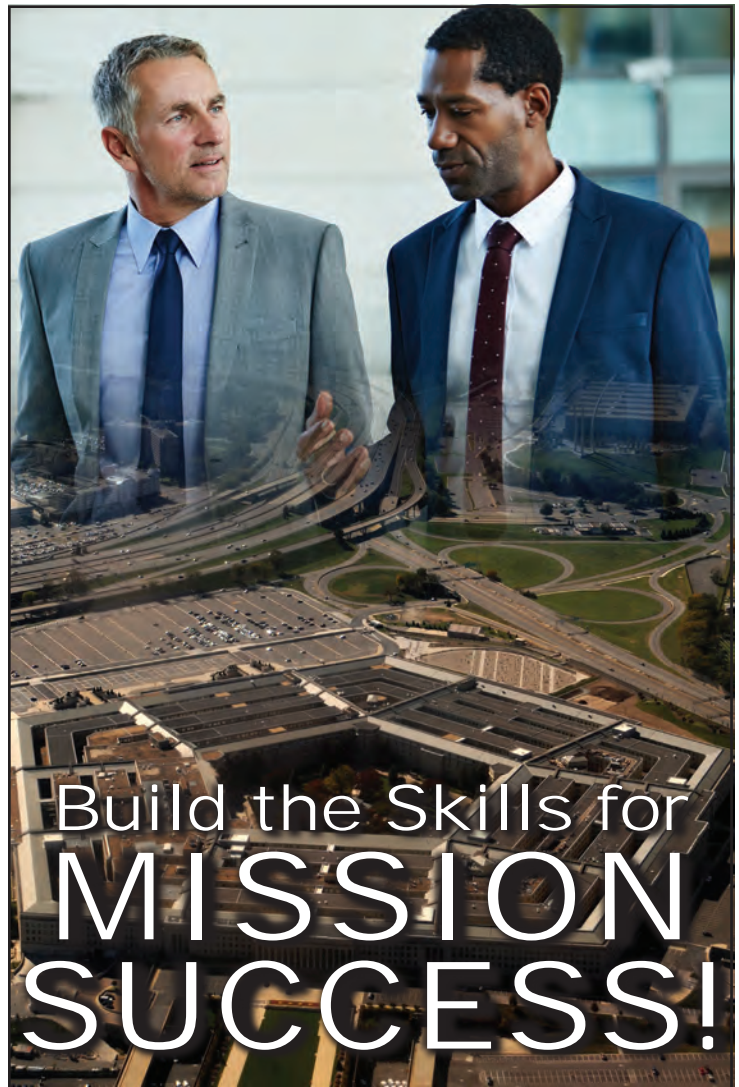
Avoid professional embarrassment by improving your proofreading skills. Packed with exercises, checklists, and tips, this course familiarizes you with standard proofreading marks and terms; various methods of proofreading; and punctuation, capitalization, and abbreviation rules.

Learning outcomes

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

Who should attend?

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



Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

**For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.**

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Writing Government Technical Documents

WRIT8244A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Writing for Results

WRIT7110A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

DIVE DEEP

**The more
you know,
the better
the outcome.**

Our **Certificate Programs**

provide long-term learning and the acquisition of both broad and specialized skills that will benefit you and your organization.

**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

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Build the Skills for MISSION SUCCESS!

Training for the Department of Defense

From Leadership to Communication Skills, Federal Financial Management to Project Management, Auditing to Federal Human Resources Management, our courses prepare you for the real-life challenges you face every day.

When achieving your career objectives is your mission, get the support to help you accomplish your goals at Graduate School USA (GSUSA).

You will receive practical, application-specific workforce solutions that are designed to help you:

- Do your job better;
- Meet your training objectives; and
- Advance your agency's mission.

As a long-standing training partner with the Department of Defense, we understand your unique challenges.

Our courses cover critical DoD professional development areas, and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which are available for individual registration or for on-site delivery. For those who are already certified, at any level, taking GSUSA classes can help you maintain your certification.

**Click here for more information on our
DoD CERTIFICATION
COURSES**

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FEDERAL FINANCIAL MANAGEMENT

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

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

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



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

National Registry of CPE Sponsors - 150 Fourth Avenue, Suite 700, Nashville, TN 37219-2417 - www.nasba.org

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

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Master Certificate in Federal Financial Management

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

In addition to developing solid financial management skills,

participants are also better able to handle developmental assignments; demonstrate a personal commitment to self-improvement; and make the transition to higher-level positions. All of the program courses are aligned with DoD financial management competencies.

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

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

Foundation Courses:

Course Title	Course Code	CPE
Federal Appropriations Law	FINC7100A	32 CPE
Introduction to Federal Accounting	ACCT7001A	32 CPE
Introduction to Federal Budgeting	BUDG7001A	24 CPE
Introduction to Financial Management	FINC7000A	24 CPE
Congressional Budget Process	BUDG8175A	16 CPE

Subject-Specific Courses:

Course Title	Course Code	CPE
Budget Formulation	BUDG7101A	24 CPE
Budget Execution	BUDG7100A	24 CPE
Manager's and Auditor's Roles in Assessing Internal Control	AUDT8003A	16 CPE
Decision Support Analytics	FINC8120A	24 CPE
Planning, Programming, Budgeting, and Execution (PPBE)	BUDG8000A	24 CPE
OR Planning, Budgeting, and Performance Measurement	BUDG8180A	24 CPE

How to Earn the MCFFM:

1. Contact the certificate counselor at 202.314.3314, or visit www.graduateschool.edu/mcffm.
2. Apply online at www.graduateschool.edu/apply.
3. Complete the 10 courses required for the MCFFM certificate within three years after taking the first course.



COLORADO STATE UNIVERSITY

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

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

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

How to Earn 12 Academic Credits Towards the CSU Online MBA with an Emphasis in Federal Financial Management:

1. Apply for admittance to the CSU MBA program by visiting the Colorado State University College of Business website at biz.colostate.edu/academics/graduate-programs/mba/online-mba or by calling 800.491.4622.
2. Call Graduate School USA at 202.314.3406 after completing each course in the MCFFM program to request the test.
3. Earn a "B" or better in each of the 10 course tests.
4. Complete the remaining requirements for the CSU Online Professional MBA.

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Federal Financial Management

COMPETENCY AREAS AND LEVELS

www.graduateschool.edu/fm

Federal Financial Management Competency Areas and Levels

Graduate School USA wants to help you select the appropriate courses to enable you to achieve your professional development goals.

We have identified government auditing, financial management, leadership and management, and analysis courses that can enhance the skill sets of analysts, evaluators, and financial managers.

Courses are identified by the following skill levels:

Foundation

Suggested for those in the areas of financial management, budgeting, and accounting with up to three years of experience, and for more experienced financial managers with limited exposure to the subject matter

Intermediate

Suggested for those in the areas of financial management, budgeting, and accounting with two to five years of experience, and for more experienced financial managers with limited exposure to the subject matter

Advanced

Suggested for those in the areas of financial management, budgeting, and accounting with over five years of experience at mid- or upper-level, or for those preparing for review or management responsibilities

All Levels

Appropriate for those at all levels

See chart on next page

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Competency Area	Federal Financial Management Courses by Competency Area and Level								Click on course name to go to the course description.		
	All Levels	Foundation Courses	Intermediate Courses	Advanced Courses (suggested courses)							
Master Certificate in Federal Financial Management	Federal Appropriations Law (FINC7100A)	Introduction to Federal Accounting (ACCT7001A)	Introduction to Financial Budgeting (BUDG7001A)	Introduction to Financial Management (FINC87000A)	Congressional Budget Process (BUDG8175A)	Budget Formulation (BUDG7101A)	Budget Execution (BUDG7100G)	Manager's and Auditor's Roles in Assessing Internal Control (AUDT8003A)	Decision Support Analytics (FINC8120A)	Planning, Programming, Budgeting, & Execution (PPBE) (BUDG8000A)	Planning, Budgeting and Performance Measurement (BUDG8180A)
Appropriation Law	Federal Appropriation Law (FINC7100A)	Federal Appropriation Law: Refresher and Update (FINC8147A)	Advanced Appropriations Law (FINC9100A)	Antideficiency Act (FINC7201A)	Appropriation Law for Reimbursements, Revolving Funds and User Fees (FINC9115A)	DoD Fiscal Law Principles (FINC8200A)					
Internal Controls and Cyber Security	Manager's and Auditor's Roles in Assessing Internal Control (AUDT8003A)	Counterintelligence for Information Security Assessment and Protection (AUDT7200A)	Enterprise Risk Management: Executive Seminar (AUDT8912A)	Army Manager's Internal Control Administrators Course (AUDT9015A)	Assessing Financial Related Activities and Controls (AUDT8811A)						
Analysis and Analytics	Decision Support Analytics (FINC8120A)	Intermediate Decision Support Analytics (FINC9150A)	Microsoft Excel 2019 Introduction (SPRD7166A)	Microsoft Excel 2019 Intermediate (SPRD8166A)							
Management and Leadership	Executive Survival Skills (EXEC9911A)	Leading Teams and Groups (TDEV8200A)	Managing for Results (EXEC9913A)	Effective Audit Resolution, Follow-up and Implementation (AUDT8034A)							
Accounting and Financial Management	Federal Accounting Standards (ACCT7102A)	Government Standard General Ledger (ACCT8100A)	Introduction to Federal Accounting (ACCT7001A)	Intermediate Federal Accounting (ACCT8003A)	Federal Financial Systems and Policies (BUDG80005A)	Understanding Federal Financial Statements (FINC78103A)	Introduction to Financial Management (FINC7000A)				
Financial Management Specific Topics	Defense Working Capital Funds (FINC9000A)	Non-Defense Working Capital Funds (FINC9250A)	Federal Budgeting, Execution, and Accounting: The Relationship (FINC8300A)	Enhanced Defense Financial Management Training Course (FINC7060A)	Understanding Federal Financial Management Statements (FINC8103A)						
Federal Travel Regulations	Travel Regulations for Non-Defense Agencies, FTR (TDY only) (FINC7213A)	Travel Regulations for Non-Defense Agencies, FTR (PCS only) (FINC7104A)	Travel Regulations for Defense Agencies, JTR (TDY and PCS) (FINC8231A)	Travel Regulations for Non-Defense Agencies, JTR (TDY and PCS) (FINC8232A)	Travel Regulations for Defense Agencies, JTR (TDY only) (FINC7215A)						
Budgeting	Budget Execution (BUDG7100A)	Budget Formulation (BUDG7101A)	Budget Justification and Presentation (BUDG7102A)	Congressional Budget Process (BUDG8175A)	Federal Budgeting for Non-Budgeting Personnel (BUDG7000A)	Federal Budget Process (BUDG7103A)	Federal Budget Analysis Using Microsoft Excel (BUDG8150A)	Introduction to Federal Budgeting (BUDG7001A)			
Planning, Programming, Budgeting, and Execution (PPBE)	Planning, Programming, Budgeting, & Execution (PPBE) (BUDG8000A)	Planning, Budgeting, and Performance Measurement (BUDGE8180A)	Planning, Programming, Budgeting, and Execution (PPBE) Army (BUDG 8001A)	Planning, Dept. Homeland Security PPBE System (BUDG8103A)							

Federal Accounting



www.graduateschool.edu/fm

Federal Accounting Standards

ACCT7102A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate.

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Government Standard General Ledger

ACCT8100A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Learning outcomes

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

Who should attend?

Federal budgeting and accounting professionals who need to use the Government's SGL and understand its impact on typical accounting and reporting processes will benefit from attending this course. Participants should be familiar with accounting principles as taught in [Introduction to Federal Accounting](#) (ACCT7001A).

Level: Intermediate.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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Introduction to Federal Accounting

ACCT7001D

4 Days

32 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

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This course is part of the

Master Certificate in Federal Financial Management.

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Foundation

Contract Training

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Intermediate Federal Accounting

ACCT8003A 4 Days 32 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Federal financial management, budgeting, and accounting personnel who desire to refresh or expand their understanding of federal funds control, accounting requirements, and practices. Participants enrolling for this course should be familiar with accounting principles as taught in [Introduction to Federal Accounting](#) (ACCT7001A).

Level: Intermediate

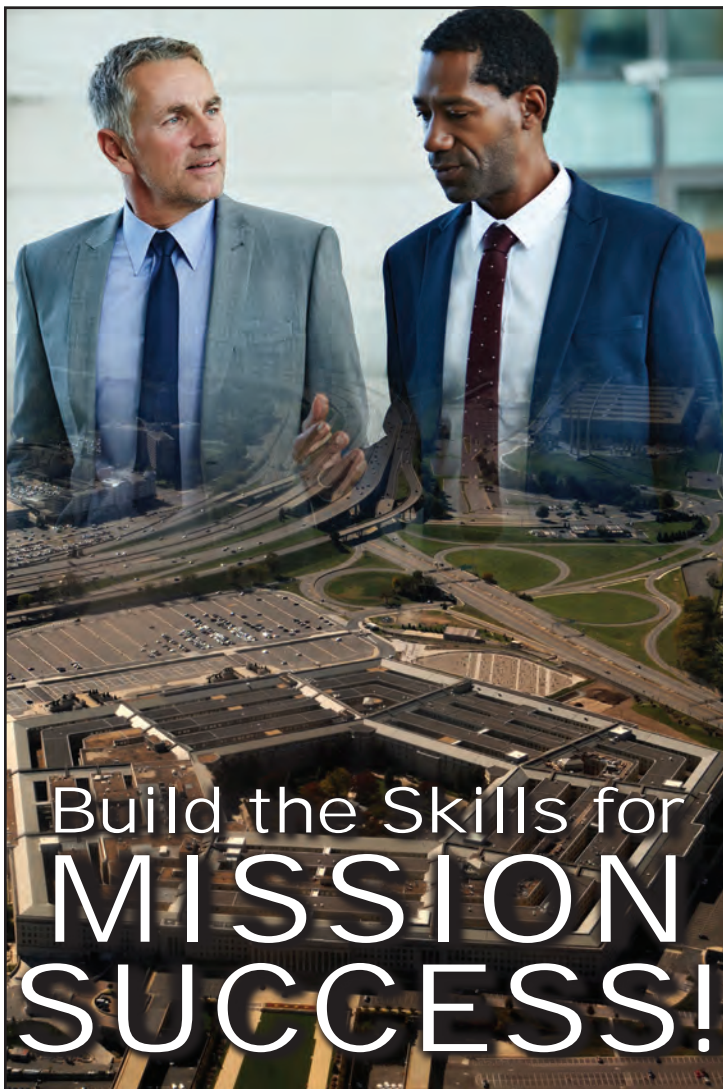
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Understanding Federal Financial Statements

FINC8103A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

- Explain the financial statement requirements of OMB Circular No. A-136
- Describe the preparation and analysis of the “basic financial statement”
- Describe the form and content of annual financial statements as prescribed in OMB guidance
- Distinguish between budgetary and proprietary reporting
- Demonstrate program and financial performance analysis
- Recognize the importance of stewardship reporting
- Identify the impact of the Government Performance and Results Act (GPRA) on financial reporting
- Identify new costs of operations and financial flexibility

Who should attend?

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

Level: Intermediate

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Federal Budgeting



www.graduateschool.edu/fm

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Budget Execution

BUDG7100A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Learning outcomes

- Prepare or recommend quarterly apportionment requests for appropriated funds
- Distribute funding within your organization using allotments and other allocation documents
- Execute a budget legally, with respect to purpose, time and amount under continuing resolution authority (CRA) and regular appropriations
- Certify fund availability on reimbursable orders, contractual agreements and other commitment and obligating documents
- Monitor and analyze day-to-day budget execution from commitment, obligation, receipt of goods or services to payment or liquidation of obligations

Who should attend?

Budget analysts, financial management specialists, and program managers who participate in the budget execution process and need to apply the laws, principles, and procedures required for effective budget execution. Participants should be familiar with budget principles as taught in [Introduction to Federal Budgeting](#) (BUDG7001A) and [Budget Formulation](#) (BUDG7101A).taught in [Introduction to Federal Budgeting](#) (BUDG7001A) and [Budget Formulation](#) (BUDG7101A).

Level: Intermediate

Contract Training

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Budget Formulation

BUDG7101A 3 Days 24 CPE



This course is available in
Virtual Instruction.

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This course applies towards completion of the
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This course is part of the
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Master the skills necessary to build an accurate and defensible budget compliant with the strict standards of the Office of Management and Budget (OMB). Learn how to define outcomes and other performance measures, gather the data necessary to prepare a budget, identify the dollar resources needed to attain the performance outcomes, and present and defend your budget.

Learning outcomes

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

Who should attend?

Budget analysts and financial management specialists who assist in the preparation of their organization's budget submission and compile cost data and other information to contribute to decisions about future program activities, funding, and budget strategies. Participants should be familiar with budget principles as taught in [Introduction to Federal Budgeting](#) (BUDG7001A).

Level: Intermediate

Contract Training

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Budget Justification and Presentation

BUDG7102A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Congressional Budget Process

BUDG8175A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
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This course is part of the
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This course focuses on the phase of the budgetary process that impacts every federal employee and agency – the congressional budget process. This is the phase of the budget process when Congress reviews and considers the agency's budget submission and then decides what types and how much funding to provide to the agency. Topics covered include: the House and Senate Budget Committees; the congressional budget resolution process; congressional actions on authorizations and appropriations; and the budget reconciliation process.

Learning outcomes

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

Who should attend?

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

Level: Intermediate

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Department of Homeland Security PPBE System

BUDG8103A 3 Days 24.0 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This course provides students with an enhanced working knowledge of the Department of Homeland Security (DHS) process to plan and program for its future activities, and then to develop, justify, and execute the Department's portion of the U.S. government's budget. The course introduces, explains, and demonstrates the PPBE System's (1) framework fundamentals, (2) resource allocation management operations, (3) budget implementation and execution processes, and (4) progress monitoring and accountability through comprehensive reporting. Learning outcomes and classroom activities focus on (1) setting strategic planning goals and priorities, (2) engaging in programming analyses to appropriately resource those priorities, (3) defining near-term budget requests in terms of programming decisions, (4) executing funding plans and operations, and (5) measuring effectiveness to provide feedback to the each PPBE System phase.

Learning outcomes

- Discuss the size and composition of the federal budget and how DHS fits within it
- Explain and interpret the purpose and functions of each phase of the DHS PPBE System
- Identify key decision-makers, decision-products, and supporting documentation generated within the DHS PPBE System
- Describe the roles of the DHS organizational elements supporting decision-makers in the DHS PPBE System
- Discuss the importance of the Congressional Action process and the Review, Report and Audit processes, and how each relates to the DHS PPBE System
- Demonstrate an understanding of the fundamental elements of PPBE by applying key concepts at each stage of the PPBE System in a comprehensive exercise

Who should attend?

Analysts, operators, program/project managers, and policy/acquisition/requirements management personnel engaging in, contributing to, or affected by activities that inform and integrate key resource allocation functions and senior leadership decisions

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Federal Budgeting for Non-Budgeting Personnel

BUDG7000A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Foundation



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

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Federal Budget Process

BUDG7103A

2 Days

16 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

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

Learning outcomes

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

Who should attend?

Anyone who needs an overview of the federal budget process

Level: Foundation

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Federal Budget Analysis Using Microsoft Excel

BUDG8150A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

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

When taken through virtual instruction, each participant must have access to Microsoft Excel, PowerPoint and Word on his/her computer

Learning outcomes

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

Who should attend?

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

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

Level: Intermediate

Contract Training

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If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Introduction to Federal Budgeting

BUDG7001A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
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This course is part of the
Master Certificate in Federal Financial Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Foundation

Planning, Programming, Budgeting and Execution (PPBE)

BUDG8000A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

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Planning, Budgeting, and Performance Measurement

BUDG8180A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

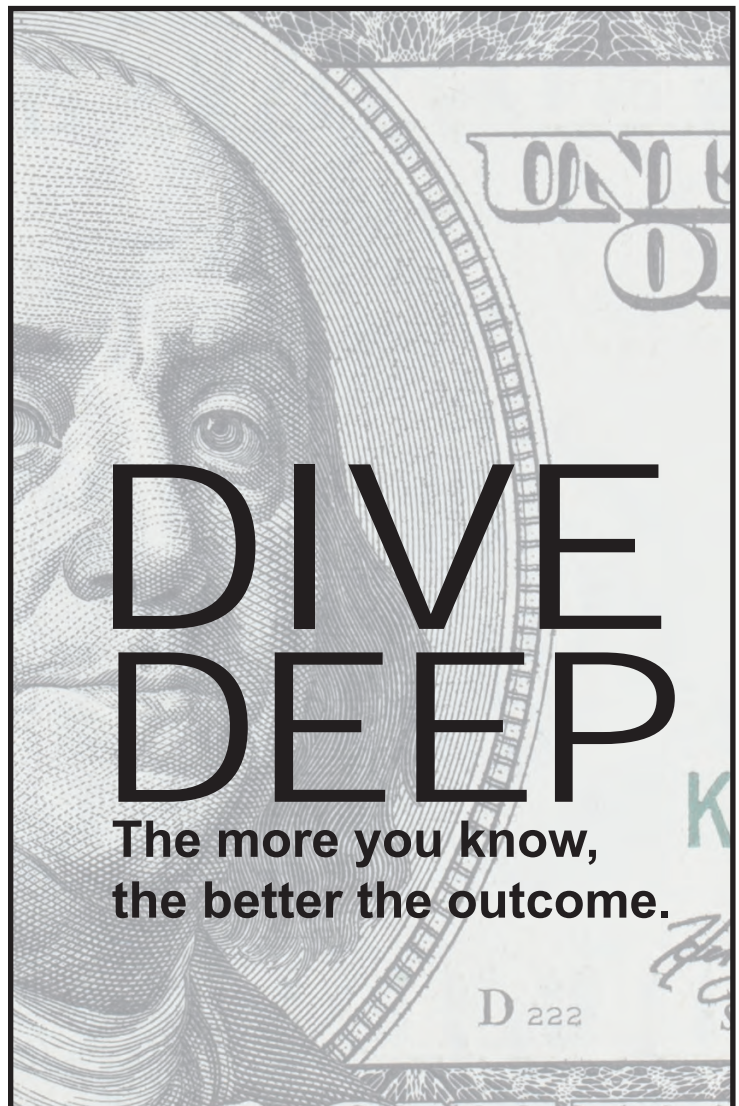
Learning outcomes

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

Who should attend?

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

Level: Intermediate



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

BUDG8001A 5 Days 40 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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Federal Financial Management



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Army Managers' Internal Control Administrators' Course

AUDT9015A

2 Days

16 CPE



This course is available in
Virtual Instruction.

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

Learning outcomes

- Develop an internal control plan
- Conduct effective internal control evaluations
- Identify and documenting material weaknesses
- Establish corrective action plans
- Prepare annual statements of assurance
- Discuss the legislation and policies associated with internal controls
- Describe Army management responsibilities as they relate to all aspects of internal controls
- Discuss the importance of the Financial Improvement and Audit Readiness (FIAR) Plan
- Describe the impact of the Government Program and Results Modernization Act on the accounting and reporting of Army programs
- Apply GAO Green Book Internal Control Standards

Who should attend?

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

Level: All

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Defense Working Capital Funds

FINC9000A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Federal Budgeting, Execution and Accounting: The Relationship

FINC8300A

2 Days

16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Introductory

Decision Support Analytics

FINC8120A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Master Certificate in Federal Financial Management and Program and Management Analysis.
Click here for more information.

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

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

The virtual version requires Microsoft Office Suite 2010 or later (with the analysis tool-pak).

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Effective Audit Resolution, Follow-up and Implementation

AUDT8034A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Advanced

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Enhanced Defense Financial Management Training Course (EDFMTC)

FINC7060A

5 Days

40 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

The American Society of Military Comptrollers (ASMC) offers the Certified Defense Financial Manager (CDFM) program to those desiring to demonstrate proficiency in the core aspects of defense financial management.

The Enhanced Defense Financial Management Training Course (EDFMTC) is a five-day, 40-hour, intensive financial management review. There are no prerequisites for this course. The course is delivered in a classroom setting with two instructors and up to 32 students, and all course materials are provided. While presented in an “overview” format, the material covered in the course varies in intensity from the intermediate to advanced levels. The course is presented in three sections that correspond to the CDFM exam modules and knowledge areas:

Module 1 – Resource Management Environment

Module 2 – Budget & Cost Analysis

Module 3 – Accounting & Finance

The EDFMTC is aligned with the DoDFM Certification Program. Attendees who complete the course, which uses the 2018 edition of the EDFMTC textbook, are awarded 40 CPEs/CETs and earn two credits for Proficiency Level 5; 34 credits for Proficiency Level 2; and four credits for Proficiency Level 1 to apply toward initial certification in the DoDFM Certification Program.

Learning Outcomes

- Improve the overall technical and managerial capabilities of the financial management workforce
- Broaden the student's perspective by exposing them to areas of expertise outside of their daily responsibilities
- Define and provide instruction in the competencies covered in the Certified Defense Financial Manager (CDFM) Module 1, 2, and 3 examinations

Graduate School USA is licensed by ASMC to deliver both open enrollment and on-site contract sessions of the EDFMT course. All Graduate School USA EDFMT instructors have DoD financial management experience, have passed the CDFM examination, and have been approved by ASMC.

Open Enrollment and On-site Sessions Available:

EDFMTC can be offered on-site for up to 32 students per class.

Who Should Attend?

- Civilian or military members of the Department of Defense, U.S. Coast Guard, or employees of defense contractors and suppliers. Most candidates have reported that this course was very helpful in preparing for the CDFM exams.
- Individuals interested in strengthening their professional qualifications by obtaining the CDFM may visit the ASMC website for more information.



DIVE DEEP

The more you know,
the better the outcome.

Graduate School USA offers a competency-based Master Certificate in Federal Financial Management (MCFFM).

Courses in this program align with the competencies that practitioners at all levels of the federal government must demonstrate to excel professionally.

As part of an articulation agreement between **Graduate School USA and Colorado State University**, participants who successfully complete the MCFFM program are eligible to receive 12 academic credit hours toward the 42 credits required for the **Colorado State University Online MBA degree with an emphasis in Federal Financial Management**.

Visit www.graduateschool.edu/mcffm for more information.

Federal Financial Systems & Policies

BUDG8005A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

Budget, accounting, auditing, financial, and administrative personnel

Level: Intermediate

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Intermediate Decision Support Analytics

FINC9150A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate in Program and Management Analysis.
Click here for more information.

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

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

The virtual version requires Microsoft Office Suite 2010 or later (with the analysis tool-pak).

Learning outcomes

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

Who should attend?

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

Participants should be familiar with decision support principles as taught in Decision Support Analytics (FINC8120A)

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Introduction to Financial Management

FINC7000A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate in Personal Property Management and the Master Certificate in Federal Financial Management
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Foundation

Non-Defense Working Capital Funds

FINC9250A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Financial Managers, Program Managers, and other personnel who need a comprehensive understanding of Working Capital Funds managed within civilian federal agencies, including policies, procedures, concepts, and terms. Participants should be familiar with budget principles as taught in [Introduction to Federal Budgeting](#) (BUDG7001A) or [Federal Budgeting for Non-Budgeting Personnel](#) (BUDG7000A).

Level: Intermediate

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Manager's and Auditor's Roles in Assessing Internal Control

AUDT8003A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Master Certificate in Federal Financial Management and Program and Management Analysis
Click here for more information.

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

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

Learning outcomes

- Explain why internal control is important for helping managers accomplish organizational, operational, and program objectives for which they are responsible
- Identify the objectives and requirements of the Integrity Act
- Define management control and internal control and their basic concepts and objectives
- Identify and apply GAO standards and OMB guidance for establishing and assessing controls
- Identify and apply key components of a control program
- Identify and apply key components in assessing controls
- Identify approaches for evaluating controls
- Recognize and report deficiencies and material weaknesses
- Understand reporting requirements under the Integrity Act
- Identify auditors' roles in applying auditing standards for assessing and reporting on the quality of internal controls in financial, attestation, and performance audits

Who should attend?

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

Level: All

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Federal Appropriations Law



www.graduateschool.edu/fm

Antideficiency Act

FINC7207A

1 Day

8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

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

Appropriations Law for Reimbursements, Revolving Funds, and User Fees

FINC9115A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Advanced

DoD Fiscal Law Principles

FINC8200A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

This two-day course is designed to provide you with DoD-specific authorities or prohibitions relating to fiscal law (also called “federal appropriations law”). DoD, like all federal agencies, is bound by the basic fiscal law rules. However, DoD has considerably more flexibility in many areas because Congress has given specific statutory authority to DoD. Additionally, DoD has several activities that make it different from other agencies (e.g., Military Construction). Basic federal appropriations law courses may not address these DoD-specific topics. This course covers the major fiscal law exceptions and authorities that apply to DoD.

This course also serves another purpose. It will fulfill the requirement for DoD financial management personnel to receive recurring fiscal law training. It covers changes that have been made to the Principles of Federal Appropriations Law (the “Red Book”) since you last studied the material in the four-day Federal Appropriations Law course. Thus, you will not only learn about DoD specifics, but also be brought up to date on generic fiscal law developments

Learning outcomes

- Understand and apply DoD-specific fiscal law rules
- Assess propriety of administrative decisions
- Apply Comptroller General decisions
- Assist in the legal obligation of funds
- Avoid Antideficiency Act violations
- Record obligations properly

Who should attend?

This course is for DoD military members, civilian employees, and Defense contractors who have already taken a Federal Appropriations Law course and need to know more about DoD-specific authorities in fiscal law or need an update on the latest developments in fiscal law.

Level: Advanced

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Federal Appropriations Law

FINC7100A

4 Days

32 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Master Certificate in Federal Financial Management
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Advanced Appropriations Law

FINC9100A

3 Days

24 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

This course builds on the concepts learned in Federal Appropriations Law (FINC7100D). It will provide you with practice in researching questions on the proper use of government funds and applying your research results to several comprehensive case studies. Learn to analyze a situation, perform the necessary research, and apply concepts to determine the proper course of action.

The course will be conducted with a combination of brief instructor lectures on the principles pertinent to the cases, followed by team review and analysis of the cases. The teams will then report their findings to the entire class for discussion and debate. Participants will be allowed to use any research tools at hand, including GAO's Red Book, GAO's website, and other search engine capabilities. Personal tablets, laptops, or smartphones are encouraged to aid in this research.

Learning outcomes

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

Who should attend?

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

Level: Advanced

Federal Appropriations Law Refresher and Update

FINC8147A

2 Days

16 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

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

Learning outcomes

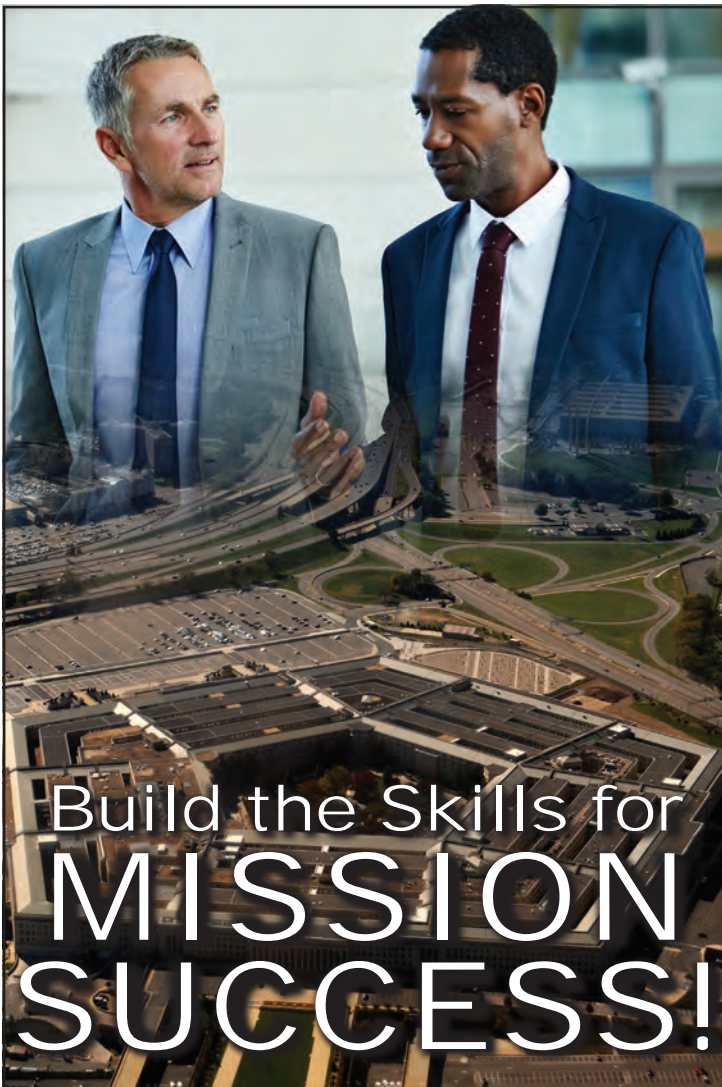
- Evaluate propriety of administrative decisions
- Apply Comptroller General decisions
- Assist in the legal obligation of funds
- Avoid Antideficiency Act violations
- Record obligations properly

Who should attend?

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

Level: Intermediate

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Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

**For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.**

Federal Travel Regulations



www.graduateschool.edu/fm

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Travel Regulations for Non-Defense Agencies, FTR (PCS Only)

FINC7104A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Individuals who are involved with processing or certifying PCS orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements for civilian employees in non-DoD agencies. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who will be making a PCS move. If you need to learn about TDY allowances for civilian employees in Non-DoD agencies, please see [Travel Regulations for Non-Defense Agencies, FTR \(TDY Only\)](#) (FINC7213D).

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Travel Regulations for Non-Defense Agencies, FTR (TDY Only)

FINC7213A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn the current rules and regulations for temporary duty (TDY) travel for civilian employees in non-DoD agencies from expert instructors.

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

Learning outcomes

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

Who should attend?

Individuals who are involved with processing or certifying TDY travel orders, claims for per diem travel, transportation allowances, and certain other allowances for civilian employees in non-DoD agencies. It is highly recommended for all approving officers, reviewing officials, supervisors and anyone who travels two or more times on TDY in one year. If you need to learn about permanent change of station (PCS) allowances for non-DoD civilian employees, please see [Travel Regulations for Non-Defense Agencies, FTR \(PCS Only\)](#) (FINC7104D).

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Travel Regulations for Defense Agencies, JTR (TDY Only)

FINC7215A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Learn the current rules and regulations for temporary duty (TDY) travel for uniformed members, civilian employees, and other personnel in the Department of Defense (DoD) from expert instructors.

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

Learning outcomes

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

Who should attend?

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

If you need to learn about permanent change of station (PCS) allowances for civilian employees of DoD, see Travel Regulations for Defense Agencies, JTR (PCS Only) (FINC8230D). To learn about TDY allowances for Non-DoD civilian employees, please see [Travel Regulations for Non-Defense Agencies, FTR \(TDY Only\)](#) (FINC7213D).

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Travel Regulations for Defense Agencies, JTR (PCS Only)

FINC8230A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Travel Regulations for Defense Agencies, JTR (TDY and PCS)

FINC8231D

5 Days

40 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

This course covers the rules and regulations for both temporary duty (TDY) travel and permanent change of station (PCS) travel in the Department of Defense (DoD).

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

Regarding PCS travel, participants will learn the rules for PCS Service Agreements; travel authorizations; use of Government Travel Charge Card (CTCC); per diem allowances; transportation allowances; international household goods movement; shipment of privately owned vehicles (POVs); residential transactions; miscellaneous expense allowance; relocation income tax allowance; and more.

Learning outcomes

- Comply with current (JTR) Joint Travel Regulations
- Describe and define the requirements for travel orders and settlement vouchers while performing TDY for DoD agencies
- Describe and define the requirements for Service Agreements, travel orders, and requirements for civilian personnel performing PCS moves for DoD agencies
- Identify and calculate allowances and entitlements for uniformed and civilian personnel who are performing TDY and for civilian personnel who are performing PCS moves for DoD agencies
- Discern when per diem allowance is authorized and under what circumstances allowance is not authorized
- Compute per diem entitlements, reimbursable expenses, and allowances for both TDY and PCS reimbursements
- Assist uniformed and civilian personnel in DoD to resolve complex travel problems

Who should attend?

Individuals who are involved with processing or certifying TDY and PCS travel orders, claims for per diem travel, transportation allowances, and certain other allowances and entitlements. It is highly recommended for approving officers, reviewing officials, and supervisors.

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Travel Regulations for Non-Defense Agencies, FTR (TDY and PCS)

FINC8232D

5 Days

40 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This course covers the rules and regulations for both temporary duty (TDY) travel and permanent change of station (PCS) travel in non-DoD agencies.

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

Regarding PCS travel, participants will learn the rules for PCS Service Agreements; travel authorizations; use of Government Travel Charge Card (CTCC), per diem allowances; transportation allowances; international travel; en route travel; house-hunting trips; temporary quarters subsistence expense, household goods movement; shipment of privately owned vehicles (POVs), residential transactions; miscellaneous expense allowance; relocation income tax allowance, temporary change of station, and more.

Learning outcomes

- Comply with current (FTR) Federal Travel Regulations as contained in Title 41 of the Code of Federal Regulations (CFR), chapters 300 through 304
- Describe and define the requirements for travel orders and settlement vouchers while performing TDY for non-DoD agencies
- Describe and define the requirements for Service Agreements, travel orders and requirements for civilian personnel performing PCS moves for non-DoD agencies
- Identify and calculate allowances and entitlements for personnel who are performing TDY and PCS moves
- Find out when per diem allowance is authorized and under what circumstances allowance is not authorized
- Compute per diem entitlements, reimbursable expenses, and allowances for both TDY & PCS reimbursements
- Assist personnel in non-DoD in resolving complex travel problems

Who should attend?

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

Contract Training

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www.graduateschool.edu/gati

GOVERNMENT AUDIT TRAINING INSTITUTE

The Government Audit Training Institute (GATI) of Graduate School USA has been the premier provider of government audit training since 1978. GATI offers 46 up-to-date-auditing courses covering current competencies needed at all career levels by government auditors and analysts. All GATI courses meet GAGAS and NASBA continuing professional education requirements. Most GATI courses are aligned with DoD Financial Management Certification requirements.

GATI courses emphasize training for performance auditing and program evaluation, as well as contract, grant, financial, IT and system security audits. Courses cover auditing objectives of assessing and promoting economy, efficiency and effectiveness, performance measurement, internal control and fraud prevention and detection. They also address all aspects of successful auditing processes and current methodologies –such as planning, sampling, data analytics, report writing, interviewing, critical thinking and managing audit projects and staff.

GATI instructors are subject matter expert practitioners, representing the diversity of our students and providing personal attention to their training needs.

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

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

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

Graduate School USA courses labeled as "AUDT," within the Government Audit Training Institute, qualify for the GAGAS-defined Government Auditing 24 CPE requirement (as well as the remaining 56 CPE of the 80 total required in a two-year period). All GATI courses are based on the Government Auditing Standards issued by the Government Accountability Office.

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Government Audit Training Courses By Career Level



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Government Audit Training Courses by Career Level

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

GATI also offers one-day executive-style seminars for those working in audit organizations. Sessions include:

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

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

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



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

National Registry of CPE Sponsors - 150 Fourth Avenue, Suite 700, Nashville, TN 37219-2417 - www.nasba.org

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

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Level 1: Foundation Courses

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

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

Level 2: Intermediate Courses

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

- Assessing Financial Related Activities and Controls
- Assessing Controls in Performance Audits
- Assessing the Reliability of Computer-Processed Data
- Auditing with Data Analytics
- Clear Writing Through Critical Thinking
- Contract Auditing
- Contract and Procurement Fraud
- Counterintelligence for Information Security Assessment and Protection
- Data Analytics: Tools and Techniques
- The Governmental Audit: From Planning to Reporting
- Intermediate Performance Auditing
- Making Your Case to Prosecute Fraud
- Planning Audit Assignments
- Practical Statistical Sampling for Auditors
- Presentation Skills for Auditors
- Quick Response Auditing
- The Government Audit: From Planning to Reporting
- Using Metrics to Assess Performance
- Writing Audit Reports by Objectives
- Zeroing in on Bribes and Kickbacks

Level 3: Advanced Courses

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

- Auditing Performance Outcomes
- Effective Audit Resolution, Follow-up and Implementation
- Effective Audit Supervision
- Enterprise Risk Management: Executive Seminar
- Leadership, Motivation and Accountability for High Performing Audit Organizations
- Managing the Audit Engagement
- Reviewing Other People's Report Writing
- Selecting and Planning Audits for Return on Investment
- Skills for Leading and Managing Audit Projects

All Levels

Appropriate for auditors at all levels

- Army Managers' Internal Control Administrators' Course
- Creative and Critical Thinking for Auditors
- Emotionally Intelligent Auditor: Achieving Power with People
- Ethical Decision Making for Auditors
- Federal Appropriations Law for Auditors
- Manager's and Auditor's Roles in Assessing Internal Control
- Prevention and Detection of Fraud

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the
2014 GAO GREEN BOOK.
[Click here for more information.](#)**

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Competency Areas and Levels

www.graduateschool.edu/gati

Government Auditing, Analysis, and Evaluation Courses by Competency Area and Level

Graduate School USA wants to help you select the appropriate courses to enable you to achieve your professional development goals and to do your job better.

We have identified government auditing, financial management, leadership and management, and analysis courses to enhance the skills of federal, state, and local government auditors; analysts; evaluators; and financial managers, in compliance with GAGAS, NASBA, and DoD Financial Management Certification requirements.

Courses are identified by the following skill levels:

Foundation

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

Intermediate

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

Advanced

Suggested for seasoned auditors with over five years of experience at mid- or upper level, or for those preparing for supervisory, management or leadership responsibilities

All Levels

Appropriate for auditors at all levels

See Competency Area Chart on the next page.

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Competency Area	Government Auditing, Analysis, and Evaluation Courses by Competency Area and Level									
	■ All Levels ■ Foundation Courses ■ Intermediate Courses ■ Advanced Courses (suggested courses)									
Basic and Refresher Auditing Skills	Basic Governmental Auditing (AUDT7001G)	Developing and Presenting Audit Findings (AUDT7021G)	Audit Evidence and Documentation (AUDT7011G)	Government Auditing Standards: Update and Review (AUDT7732G)	Conducting Performance Audits (AUDT7002G)	Interviewing Techniques for Auditors (AUDT7012G)	The Government Audit: From Planning to Reporting (AUDT8032G)	Quick Response Auditing (AUDT8011G)		
Performance Audit & Program Evaluation	Federal Appropriations Law for Auditors (AUDT7010G)	Conducting Performance Audits (AUDT7002G)	Introduction to Program Evaluation (PGMT70003D)	Data Collection Methods (PGMT8011D)	Cost Benefit Analysis (PGMT8100D)	Intermediate Performance Auditing (AUDT8046G)	Using Metrics to Assess Performance (AUDT8027G)	Auditing Performance Outcomes (AUDT9012G)	Management Analysis: Advanced Applications (PGMT9000D)	Effective Audit Resolution Follow-up and Implementation (AUDT8034G)
Writing and Communications	Written Communication for Auditors (AUDT8611G)	Developing and Presenting Audit Findings (AUDT7021G)	Interviewing Techniques for Auditors (AUDT7012G)	Presentation Skills for Auditors (AUDT8522G)	Clear Writing Through Critical Thinking (WRIT7100D)	Writing Audit Reports by Objectives (AUDT8511G)	Reviewing Other People's Report Writing (AUDT9502G)			
Analysis and Analytics	Microsoft Excel 2019 Introduction (SPRD7166A)	Microsoft Excel 2019 Intermediate (SPRD8166A)	Analysis Techniques for Auditors (AUDT7900G)	Practical Statistical Sampling for Auditors (AUDT8112G)	Decision Support Analytics (FINC8120D)	Data Analytics: Tools and Techniques (AUDT8913G)	Auditing with Data Analytics (AUDT8100G)	Intermediate Decision Support Analytics (FINC9150D)	Microsoft Excel 2019: Advanced (SPRD9982A)	
Internal Controls and Information Security	Army Managers' Internal Control Administrators Course (AUDT9015G)	Manager's and Auditor's Roles in Assessing Internal Controls (AUDT8003G)	Compliance Auditing (AUDT8095G)	Counterintelligence for Information Security Assessment and Protection (AUDT7200A)	Assessing Controls in Performance Audits (AUDT8021G)	Assessing Financial Related Activities and Controls (AUDT8811G)	Effective Audit Resolution Follow-up and Implementation (AUDT8034G)	Enterprise Risk Management: Executive Seminar (AUDT8912G)		
Financial	Federal Appropriations Law for Auditors (AUDT7010G)	Government General Standard Ledger (ACCT8100D)	Auditing Grants (AUDT7407G)	Introduction to Financial Management (FINC7000D)	Introduction to Federal Accounting (ACCT7001D)	Understanding Federal Financial Statements (FINC8103D)	Contract Auditing (AUDT8801G)	Antideficiency Act (FINC7207A)	Assessing Financial Related Activities and Controls (AUDT8811G)	Non-Defense Working Capital Funds (FINC9250D)
Fraud	Prevention and Detection of Fraud (AUDT8002G)	Making Your Case to Prosecute Fraud (AUDT8090G)	Contract and Procurement Fraud (AUDT8036G)	Zeroing in On Bribes and Kickbacks (AUDT8950G)	Counterintelligence for Information Security Assessment and Protection (AUDT7200A)					
Information Technology	Information Systems Auditing (AUDT8029A)	Information Technology for Auditors (AUDT8024G)	Assessing the Reliability of Computer Processed Data (AUDT8043G)	Counterintelligence for Information Security Assessment and Protection (AUDT7200G)						
Behavioral, Planning and Results	Creative & Critical Thinking for Auditors (AUDT8012G)	Ethical Decision Making for Auditors (AUDT9030A)	Project Management Essentials (PGMT7007D)	Planning Audit Assignments (AUDT8451G)	Auditing Performance Outcomes (AUDT9012G)	Emotionally Intelligent Auditor: Achieving Power with People (AUDT8911G)	Effective Audit Resolution Follow-up and Implementation (AUDT8034G)	Selecting and Planning Audits for Return on Investment (AUDT8914G)		
Management and Leadership	Ethical Decision Making for Auditors (AUDT9030A)	Leadership, Motivation & Accountability for High Performance Audit Organizations (AUDT9010G)	Effective Audit Resolution, Follow-up and Implementation (AUDT8034G)	Effective Audit Supervision (AUDT9002G)	Reviewing Other People's Report Writing (AUDT9502G)	Executive Survival Skills (EXEC9911L)	Leading Teams and Groups (TDEV8200D)	Managing for Results (EXEC9913L)	Skills for Leading & Managing Audit Projects (AUDT9109G)	Managing the Audit Engagement (AUDT9102G)
Executive Audit Seminars	Emotionally Intelligent Auditor: Achieving Power with People (AUDT8911G)	Ethical Decision Making for Auditors (AUDT9030G)	Data Analytics: Tools and Techniques (AUDT8913G)	Leadership, Motivation & Accountability for High Performance Audit Organizations (AUDT9010G)	Enterprise Risk Management: Executive Seminar (AUDT8912G)	Selecting and Planning Audits for Return on Investment (AUDT8914G)				

CLICK ON THE COURSE TO VIEW THE COURSE DESCRIPTION.

Graduate School USA Courses that Qualify for GAGAS CPE



www.graduateschool.edu/gati

Non-Auditing Courses that Qualify for GAGAS CPE

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

Acquisition and Contract Management

Basic Contract Administration	ACQI7500A
Consulting Skills for the Contract Professional	ACQI8210A
Federal Contracting: Ethics Compliance and Enforcement	ACQI7023A
FAR Basics	ACQI7100A
Government Contract Law	ACQI8505A
Simplified Acquisition Procedures	ACQI7506A

Budgeting and Accounting

Budget Execution	BUDG7100A
Federal Accounting Standards	ACCT7102A
Federal Budgeting for Non-Budgeting Personnel	BUDG7000A
Government Standard General Ledger	ACCT8100A
Intermediate Federal Accounting	ACCT8003A
Introduction to Federal Accounting	ACCT7001D

Chart Continued on Next page

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Communication Skills

Briefing Techniques	COMM7002A
Clear Writing Through Critical Thinking	WRIT7100A
Constructive Conflict Resolution Skills	COMM7004A
Interpersonal Communications	COMM7006A
Listening and Memory Development	COMM7007A
Speaking with Confidence	COMM7010A
Writing for Results	WRIT7110A
Thinking Critically, Writing Clearly (self-paced)	WRIT7301A

Financial Management

Advanced Appropriations Law	FINC9100A
Antideficiency Act	FINC7207A
Appropriations Law for Reimbursements, Revolving Funds, and User Fees	FINC9115A
Decision Support Analytics	FINC8120A
Federal Appropriations Law Refresher and Update	FINC8147A
Federal Budgeting, Execution and Accounting: The Relationship	FINC8300A
Federal Financial Systems & Policies	BUDG8005A
Intermediate Decision Support Analytics	FINC9150A
Introduction to Financial Management	FINC7000A
Understanding Federal Financial Statements	FINC8103A

Information Technology

Microsoft Excel 2019: Introduction	SPRD7166A
Microsoft Excel 2019: Intermediate	SPRD8166A
Microsoft Excel 2019: Advanced	SPRD9982A

Leadership and Management

Decision Making and Problem Solving	MGMT8102A
Executive Survival Skills	EXEC9911A
Leading Teams and Groups	TDEV8200A
Leadership Skills for Non-Supervisors	ADMB7006A
Leadership Skills for Non-Supervisors (Self-paced)	TDEV8200A
Managing for Results	EXEC9913A
The Power of Influence Over Authority	MGMT7120A

Program and Management Analysis

Business Analysis: Overview	PGMT7400A
Cost Benefit Analysis Workshop	PGMT8100A
Introduction to Program Evaluation	PGMT7003A
Management Analysis: Advanced Applications	PGMT9000A
Management Analysis: Overview	PGMT7000A
Project Management Essentials	PGMT7007A

Statistics

Descriptive Statistics for Data Analysis	PGMT8200A
Information Statistics for Data Analysis	PGMT9200A
Data Analysis and Storytelling	PGMT8050A

Contract Training

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Click here to send a message to our Business Development Team.

Analysis Techniques for Auditors

AUDT7900A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Auditors need to analyze data using a variety of tools and techniques to assess performance, risks, activity, compliance, cause and effect. This course presents analytical techniques that auditors and analysts can use to identify and graphically assess and demonstrate conditions, performance and components to assess causes and identify solutions for effective findings and recommendations. The objective is to present the quantitative and qualitative techniques, discuss their uses, illustrate their applications and provide practice in applying them.

For the virtual version, it recommended that students have Excel - with the Data Analysis ToolPak activated (this is included with Excel software)

Learning outcomes

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

Who should attend?

Auditors with performance auditing experience
Level: Foundation

Army Managers' Internal Control Administrators' Course

AUDT9015A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

- Develop an internal control plan
- Conduct effective internal control evaluations
- Identify and document material weaknesses
- Establish corrective action plans
- Prepare annual statements of assurance
- Discuss the legislation and policies associated with internal controls
- Describe Army management responsibilities as they relate to all aspects of internal controls
- Discuss the importance of the Financial Improvement and Audit Readiness (FIAR) Plan
- Describe the impact of the Government Program and Results Modernization Act on the accounting and reporting of Army programs
- GAO Green Book Internal Control Standards

Who should attend?

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

Level: All

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Assessing Controls in Performance Audits

AUDT8021A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Explore the relationship of controls to risk and to processes and systems, the prerequisites for good controls, and techniques for assessing the design and implementation of controls. Become proficient recognizing potential risks and in preparing clear objectives that define what your audit will accomplish using a step-by-step process for planning an audit of controls, the relationship of control weaknesses to the elements of a finding, and incorporating findings into audit reports. Simulated real-world practices are provided through numerous public sector case studies and exercises. Assessing risks and controls in performance audits is now required by the 2018 Yellow Book Standards.

Learning outcomes

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

Who should attend?

Auditors who want to learn, or refresh their knowledge of, a step-by-step process for assessing controls in performance audits and incorporating findings into audit reports.

Level: Intermediate

Assessing Financial-Related Activities and Controls

AUDT8811A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Auditors who assess financial-related activities and controls.

Level: Intermediate

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.
Click here for more information.**

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Assessing the Reliability of Computer-Processed Data

AUDT8043A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Develop the necessary skills to evaluate the reliability of computer-processed data regardless of the environment in which it is generated and/or processed. Learn some of the more common techniques used by auditors to assess system controls and reliability, and the processes employed to accomplish the assessments.

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Auditing with Data Analytics

AUDT8100A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Transform your audits and analytical skills to high gear. This course concentrates on the science and art of discovering and analyzing patterns, identifying anomalies, and extracting other useful information in data underlying or related to the subject matter of an audit through analysis, modeling, and visualization while planning or performing audits. The course is also applicable to financial managers and program evaluators looking for patterns and correlation, cause and effect relationships, impact analysis, and possible fraud assessment.

For the virtual version, students must have Excel - with the Data Analysis ToolPak activated (this ships with Excel and is part of the software)

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

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

Learning outcomes

- Establish audit objectives for data analysis use
- Describe the auditee's technology environment
- Define detail data requirements
- Obtain data (Extract, Transform and Load [ETL] process)
- Perform data and statistical analysis techniques
- Evaluate results of data analysis
- Document results
- Apply data visualization

Who should attend?

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

Level: Intermediate

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Audit Evidence and Documentation

AUDT7011A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Performance auditors, especially new auditors
Level: Foundation

Auditing Grants

AUDT7407A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Understand the full grants management process, the current regulatory requirements (OMB Revised 2020 Guidance) governing grants, and the role of auditors in developing strategies for assessing compliance and performance. Learn to develop audit objectives and procedures to identify issues and recommendations for constructive feedback, corrective action, and accountability. Learn the stages of effective grants management from award, monitoring, audit, and close-out. Become skillful at implementing strategies for auditing, application of cost principles, performance measurement, and reporting through each of the grant stages by applying those strategies in case studies. This class is part of the Graduate School USA Grants Management Certification Program. The current regulatory requirements (OMB revised 2020 Guidance) governing grants.

Learning outcomes

- Assess compliance with the grants management regulations and requirement.
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance, and other constructive feedback to grants managers
- Identify options for audit objectives and procedures that are achievable and will provide timely, useful information
- Identify issues beyond compliance that need to be audited

Who should attend?

Auditors and others involved in the grants process
Level: Foundation

Auditing Performance Outcomes

AUDT9012A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Gain the skills of advanced program performance assessment and evaluation methodology for determining impact (benefit) attributable to agency program operations, investments, and changes. Learn to identify and validate cause and effect relationships in determining outcome results of a program initiative or change. Explore various evaluation designs to isolate the results or impacts attributable to an initiative or intervening variable by comparing performance achieved with the initiative to performance without it. Learn the conditions, strengths, and weaknesses of applying each design in accounting for rival causes. Through multiple case exercises, practice planning audits and evaluations using the design methodologies that lead to valid and supportable findings. Learn how to prepare a Cost/Benefit Analysis to determine if outcome results attributable to a program initiative are worth the cost.

Learning outcomes

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

Who should attend?

Auditors with extensive experience in performance auditing. .
Level: Advanced

Contract Training

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Basic Governmental Auditing

AUDT7001A 5 Days 40 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Our premier course for new performance auditors! Develop the personal and professional attributes you need to be successful in the government audit environment. Through lectures, discussions, and exercises, gain an understanding of the Government Auditing Standards, types of audits, the role of audit objectives, audit evidence, the fundamentals of interviewing, risk and control assessment, the preparation of audit documentation, as well as audit findings, reports, and their elements. Learn to develop and present audit findings risk and control assessment, through individual and group exercises that emphasize sufficient qualitative and quantitative evidence and development of the findings for different audiences.

Learning outcomes

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

Who should attend?

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

Level: Foundation

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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Clear Writing through Critical Thinking

WRIT7100A 3 Days 1.8 CEU 22 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Grants Management, and Personal Property Management.

Click here for more information.

Think more clearly by improving your writing. Write more clearly by improving your thinking. Understand critical thinking and learn strategies for deeper and deeper levels of thinking. Improve your thought process at each stage of the writing process. Create logical and persuasive arguments, and recognize and remove faulty logic. Sharpen your problem-solving skills and enhance group success. Students will present a finding developed during an integrated case study.

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Compliance Auditing

AUDT8095A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Foundation

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Conducting Performance Audits

AUDT7002A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Gain a strong foundation in the theory, principles, and methodology for conducting performance audits in accordance with the Government Auditing Standards. Focus exclusively on the knowledge and skills needed for performance auditing: the expectations of public sector auditors; the purposes and types of performance audits; the role of audit objectives; risk and individual control assessment; the types and tests of audit evidence; methods of evidence collection and documentation; and the types and elements of performance audit findings and applicable elements of those findings. Practice audit techniques and developing audit findings through a series of public sector case-study exercises.

Learning outcomes

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

Who should attend?

New auditors with less than six months of performance auditing experience. Anyone who has attended [Basic Governmental Auditing](#) (AUDT7001G) should not attend this course because it also includes the topics covered in Conducting Performance Audits.

Level: Foundation

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Contract Auditing

AUDT8801A 5 Days 40 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors and others involved in auditing forward pricing and historical contracts

Level: Intermediate

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Contract and Procurement Fraud

AUDT8036A 2 Days 16 CPE



This course is available in

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This course applies towards completion of the

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

Learning outcomes

- Identify the auditor's responsibilities for the detection and investigation of contract fraud
- Explain primary federal criminal and civil laws that address contract fraud
- Identify federal laws, rules, and regulations that govern the contracting process
- Describe the role that auditors perform in the contracting process
- Identify major contract fraud schemes that take place in contracting including false claims, corruption, and small and minority fronts
- Examine auditor interface with investigators, prosecutors, contracting officials and whistleblowers
- Describe criminal, civil, and administrative and contractual remedies for contract fraud
- Discuss challenges to auditor independence that arise in conducting audits related to contracts and procurement
- Identify methods to obtain information from agencies, contractors, and third parties needed to audit and investigate contract fraud

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Counterintelligence for Information Security Assessment and Protection

AUDT7200A 2 Days 1.3 CEU/16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Gain an introduction to today's threats (criminals, foreign intelligence services, terrorists, malicious code writers, hackers/hacktivists, and disgruntled employees) to sensitive and classified information, your employees, and your resources. Learn about the multifaceted threat that faces companies and agencies today, as well as tactics you can employ to combat it. Clearly understand the multifaceted threat to sensitive and classified information, resources, and personnel. Effectively articulate this threat to employees as part of your security education and training effort.

Learning outcomes

- Define the risks and threats associated with counterintelligence and information security.
- Describe the roles and responsibilities of counterintelligence security personnel, and those charged with assessing and preventing risks associated with information.
- Identify the potential sources of domestic and foreign threats to information security.
- Understand the levels of information classification and required security.
- Recognize indicators and conditions of internal threats as well as methods used for information theft and exploitation.
- Apply counter measures and controls to increase awareness, prevention, detection and mitigation of threats.
- Develop and apply procedures for reacting to, recording and reporting threats, suspicious activity and actual breaches.

Who should attend?

Auditors, investigators, and security professionals responsible for performing risk and control assessment of information, cyber and system security; as well officials who are responsible for monitoring, controlling, preventing, detecting, and reporting potential and actual threats over secured and classified information uses, processes and assets

Level: Intermediate

Contract Training

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**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

Creative and Critical Thinking for Auditors

AUDT8012A

2 Days

16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Creative Thinking for Auditors explores why creative and critical thinking are essential tools of auditor proficiency that should be applied throughout all phases of the audit process. The class will discuss personal and organizational challenges to creative thinking and change, and ways to overcome the natural resistance to change for breakthrough ways of seeing root causes of problems and considering new possible solutions. This course will include brain training exercises and tools to get participants to think more abstractly to look beyond the obvious, to challenge the status quo, and to use process techniques for generating new ideas for action. This class will explore the power of “why” in looking for root causes of problems, and the power of the possible in considering new opportunities and threats for forward-thinking recommendations.

Learning outcomes

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

Who should attend?

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

Level: All

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Data Analytics: Tools and Techniques

AUDT8913A

1 Day

8 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

For the virtual version, students must have Excel - with the Data Analysis ToolPak activated (this ships with Excel and is part of the software)

Learning outcomes

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

Who should attend?

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

Level: Intermediate

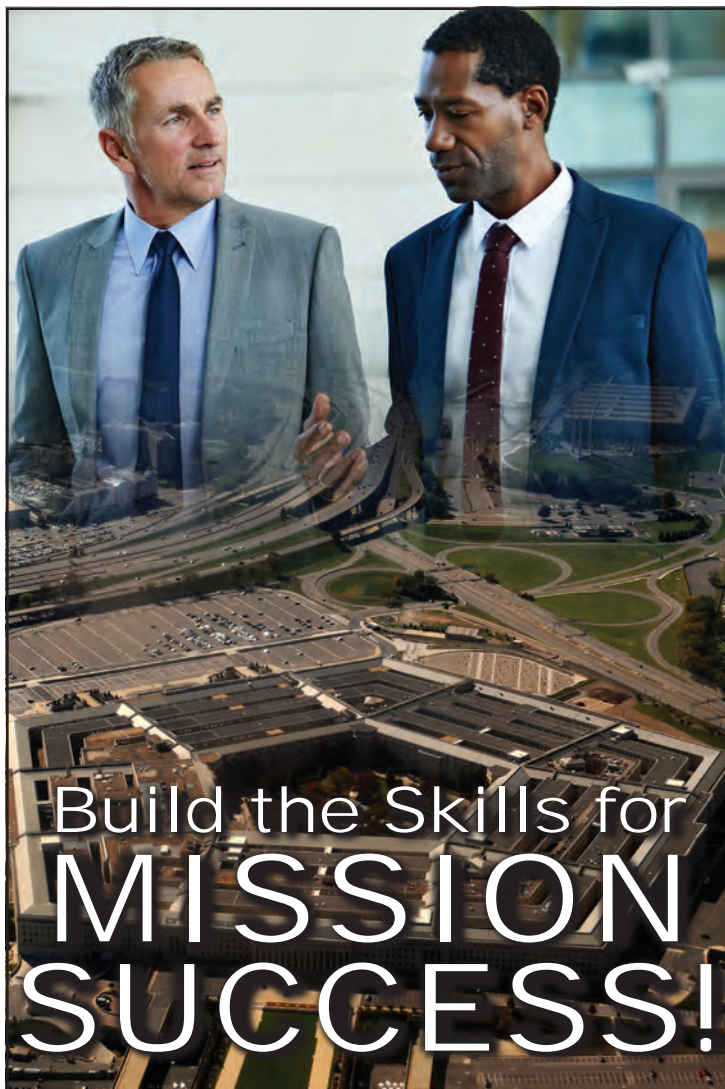
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Developing and Presenting Audit Findings

AUDT7021A

2 Days

16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
**DoD Financial Management
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A key challenge in reporting the results of performance audits is to formulate the report message from the audit data. An additional challenge is to then compile and sequence the audit facts to support that message. Using alternative methods, gain hands-on practice in marshaling the evidence from your audit into findings that answer the audit objectives and present the details in an understanding and convincing manner. Using case exercises, learn to develop findings for compliance, process and control, accomplishment, and impact audits. Students will present a finding developed during an integrated case study.

Learning outcomes

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

Who should attend?

New auditors who do performance, contract, and grant auditing. This course will also benefit experienced auditors who want to enhance their skills in developing and presenting audit findings skills.

Level: Foundation

Effective Audit Resolution, Follow-up and Implementation

AUDT8034A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Advanced

Contract Training

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Effective Audit Supervision

AUDT9002A 4 Days 32 CPE



This course is available in
Virtual Instruction.

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This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Advanced

Emotionally Intelligent Auditor: A Guide to Achieving Power With People

AUDT8911A 1 Day 8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: All

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Enterprise Risk Management: Executive Seminar

AUDT8912A 1 Day 8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

This seminar is designed for managers, auditors, analysts, and executives responsible for mission and mission support risk assessment over financial and performance, including implementing the Federal Manager's Financial Integrity Act and OMB Circular A-123. Seminar topics are based on a combination of the GAO Green Book, Standards for Internal Controls, the COSO Standards for ERM and the award-winning and best-selling textbook, *Enterprise Risk Management: A Guide for Government Professionals*. The seminar provides discussion, real-life case studies, examples, and application exercises.

Learning outcomes

- Explain the need for ERM
- Describe risk in government
- Explain leadership responsibility for enterprise risk management
- Identify strategies for building a risk culture
- Use ERM to define risk to strategic goals
- Articulate the role of ERM in the budget environment

Who should attend?

Executives, managers, analysts, and auditors responsible for mission and mission support risk assessment over financial, operational, and performance activities

Level: Advanced

Ethical Decision Making for Auditors

AUDT9030A 1 Day 8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: All

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.
Click here for more information.**

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Federal Appropriations Law for Auditors

AUDT7010A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Nothing is more basic to government auditing than the control and review of the authorized and proper use of appropriated funds for their intended purpose. Auditors have a responsibility, to be keenly aware of the propriety in the application and flow of funds, from the original sources, to their ultimate uses. This course, using the GAO's Principles of Federal Appropriations Law (the "Red Book"), gives audit professionals that basic knowledge, highlighting particular areas as "Auditor Alerts" and red flags for potential Antideficiency violations. These include principles or helpful hints for areas and activities where auditors are most likely to find that financial management and operating personnel have run afoul of appropriations law rules. This course covers case studies along with deciding opinions.

Learning outcomes

- Examine the auditor's role reviewing compliance with appropriation laws
- Assess propriety of administrative decisions
- Assess internal controls relating to proper use of funds
- Apply Comptroller General Decisions
- Detect Antideficiency violations
- Test the legal obligation and payment of funds

Who should attend?

Recommended for auditors, evaluators, analysts, and program and project managers who are responsible for internal control reviews, compliance assessments, financial reviews, performance audits and evaluations, and contract and grant audits.

Level: All

Government Auditing Standards: Review and Update

AUDT7732A 1 Day 8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Receive an in-depth review and update on the 2018 revision of Government Auditing Standards, plus a brief history on the development of the standards. Discuss the structure of the recent revision of the standards and the major changes, focusing on the sections applicable to performance audits. Discuss the purpose and requirements of individual standards, with emphasis on the recent changes. Apply specific standards to real-life cases through a series of quizzes and exercises that make this course an interesting and enjoyable learning experience.

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

Learning outcomes

- Review the purpose and applicability of the Government Auditing Standards
- Review the ethical principles that influence application of the Government Auditing Standards
- Review the types of audits and engagements, focusing on performance audits
- Review the general standards, including updates
- Review the field work standards for performance audits, including updates
- Review the reporting standards for performance audits, including audits

Who should attend?

Auditors who apply the Government Auditing Standards to their audits

Level: All

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.
Click here for more information.**

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Information Systems Auditing

AUDT8029A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

Auditors who need exposure or to refresh their skills in information systems auditing.

Level: Foundation

Information Technology for Auditors

AUDT8024A 2 Days 16 CPE



This course is available in
Contract Training Only.

For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Learn the components of information technology and how they are organized, developed, and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the Government Auditing Standards.

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

Learning outcomes

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

Who should attend?

Auditors who need exposure or to refresh their skills in information systems auditing (AUDT8029A).

Level: Foundation

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Intermediate Performance Auditing

AUDT8046A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors with two to five years experience conducting performance audits

Level: Intermediate

Interviewing Techniques for Auditors

AUDT7012A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

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

Level: Foundation

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.**
Click here for more information.

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Leadership, Motivation and Accountability for High Performance Audit Organizations

AUDT9010A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Great audit organizations need leaders who see their role differently than just being super auditors. This highly interactive course will help audit staff cross the threshold toward becoming super leaders by understanding what makes a good leader, how to motivate others, and create an environment of accountability for high performance. This session will examine the traits, characteristics, and styles of successful managers and leaders that can be learned and practiced, as well as why people in leadership positions often fail. We will explore ways to inspire and motivate staff through constructive coaching, growth opportunities, and appreciation. This session also explores the communication tools, approaches, and techniques to inspire a new level of performance accountability, self-awareness, and commitment through empowerment and ownership.

Learning outcomes

- Define and develop the characteristics of leadership and leadership behavior
- Avoid the behaviors and actions that cause leaders to fail in leadership roles
- Set and articulate clear expectations through mission, vision, objectives, and policies
- Measure performance for individual and organizational results and accountability
- Delegate work and empower staff for growth and performance
- Use the appropriate style and methods of motivating staff
- Create a culture of innovation, trust and teamwork
- Develop and grow staff competencies through coaching and feedback

Who should attend?

High-potential and aspiring staff, managers, and current leaders at all levels who are stepping up to next level of organization effectiveness in learning, refreshing, and practicing the art and science of leadership. While this course focuses on leadership in audit organizations, the principles and techniques apply universally to the dynamics of leading people and change for high performance in all organizations.

Level: Advanced

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Making Your Case to Prosecute Fraud

AUDT8090A

2 Days

16 CPE



This course is available in

In-person Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Manager's and Auditor's Roles in Assessing Internal Control

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

AUDT8003A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

- Explain why internal control is important for helping managers accomplish organizational, operational, and program objectives for which they are responsible
- Identify the objectives and requirements of the Integrity Act
- Define management control and internal control and the basic concepts and objectives for them
- Identify and apply GAO standards and OMB guidance for establishing and assessing controls
- Identify and apply key components of a control program
- Identify and apply key components in assessing controls
- Identify approaches for evaluating controls
- Recognize and report deficiencies and material weakness
- Understand reporting requirements under the Integrity Act
- Identify auditors' roles in applying auditing standards for assessing and reporting on the quality of internal controls in financial, attestation, and performance audits

Who should attend?

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

Level: All

Managing the Audit Engagement

AUDT9102A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Audit supervisors, team leaders, and managers who want to focus on the supervisor's technical role in leading audit engagements. See [Effective Audit Supervision](#) (AUDT9002A) if you want to focus on the supervisor's human relations role in leading audit engagements.

Level: Advanced

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the
2014 GAO GREEN BOOK.
Click here for more information.**

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Planning Audit Assignments

AUDT8451A 2 Days 16 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

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

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

Learning outcomes

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

Who should attend?

Experienced performance auditors. Participants should be familiar with the material covered in Basic Governmental Auditing (AUDT7001A).

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Practical Statistical Sampling for Auditors

AUDT8112A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

For the virtual version, students must have Excel - with the Data Analysis ToolPak activated (this ships with Excel and is part of the software)

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Presentation Skills for Auditors

AUDT8522A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

- Analyze your audience
- Organize your presentations effectively
- Deliver your message skillfully
- Handle audience questions
- Use visuals to help convey your message
- Manage the tensions related to public speaking

Who should attend?

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

Level: Intermediate

Prevention and Detection of Fraud

AUDT8002A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Explore the legal statutes on fraud. Learn both the legal and layman's definitions of fraud, and the nature, causes, and types of white-collar crimes. Become familiar with your professional audit responsibilities for designing audit procedures to detect fraud. Discover the role of internal controls and supervision in preventing fraud, and become familiar with audit procedures proven effective in detecting fraud. Discuss the role of auditors in reporting illegal acts and working with investigators to prosecute fraud. Practice fraud detection methods in multiple case exercises.

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

Learning outcomes

- Define fraud and explain its five elements
- Describe the classic fraud schemes
- Cite auditor responsibilities for the prevention and detection of fraud
- Describe where fraud is committed and who commits it
- Identify indicators and detection techniques associated with fraud
- Describe the criminal statutes related to fraud
- Describe the federal rules of evidence for prosecuting fraud
- Identify factors relevant to auditor cooperation with investigators and the timing and content of investigative referrals

Who should attend?

Auditors with financial and performance auditing experience who seek a practical professional approach to fraud prevention and detection. Program managers may also find the course beneficial.

Level: All

Quick Response Auditing

AUDT8011A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Urgent questions and concerns require quick audit response while maintaining quality, focusing on user needs, and conforming to the Government Auditing Standards. Determine when it is appropriate and how to offer clients alternatives to classic “full scope” audit coverage, and how to establish an auditor-client relationship conducive to quick delivery of products. Learn how to tailor audit objectives, approaches, and products to better meet immediate client needs. Drawing on multiple case studies, learn to write focused objectives with limited scope to facilitate quick field work, timely reporting, and meaningful results to satisfy the client or stakeholder needs.

Learning outcomes

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

Who should attend?

Experienced auditors, including supervisors, team leaders, and managers

Level: Intermediate

Reviewing Other People's Report Writing

AUDT9502A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors who review reports written by other auditors

Level: Advanced

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.
Click here for more information.**

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Selecting and Planning Audits for Return on Investment

AUDT8914A 1 Day 8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Level: Advanced

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Skills for Leading and Managing Audit Projects

AUDT9109A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

- Comprehend the behavioral changes and new skills critical to successful transition to a leadership role
- Plan, direct, and manage the audit from proposal to reporting assignments
- Motivate staff to complete assignments successfully
- Evaluate and select staff for audit assignments, and know how to manage and communicate effectively with them
- Communicate professionally and effectively with auditees, other government officials, and the media
- Better manage your scarce and valuable time by determining which specific audits or audit tasks have priority
- Apply leadership concepts and various techniques that can be used to successfully plan, manage, and communicate audit assignments

Who should attend?

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

Level: Advanced

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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The Governmental Audit: From Planning to Reporting

AUDT8032A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Using Metrics to Assess Performance

AUDT8027A

3 Days

24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

Auditors who want to use metrics to systematically identify performance problems during an audit

Level: Intermediate

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Writing Audit Reports by Objectives

AUDT8511A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors who want to enhance their report-writing skills.

Level: Intermediate

Written Communication for Auditors

AUDT8611A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

Auditors who prepare performance audit reports and other documents

Level: Foundation

**GATI courses reflect the
GAGAS 2018 YELLOW BOOK and the 2014 GAO GREEN BOOK.
Click here for more information.**

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Zeroing in on Bribes and Kickbacks

AUDT8950A 2 Days 16 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

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

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

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

Learning outcomes

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

Who should attend?

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

Level: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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www.graduateschool.edu/grants

GRANTS MANAGEMENT

According to the U.S. Government Accountability Office, the federal government has awarded over \$700 billion in grants to state and local governments. Despite steps taken by the Office of Personnel Management (OPM), the Office of Management and Budget, and the Chief Financial Officers Council, providing quality training to the grants workforce remains a challenge.

Graduate School USA's Grants Management curriculum focuses on both technical and professional competencies identified by OPM to:

- Understand the grants process life cycle from pre-award to audit and close-out to audit;
- Develop and implement strategies to effectively monitor federal grant recipients; and
- Learn and relate federal cost principles to effectively develop and oversee federal grants.
- [Manager's and Auditor's Role in Assessing Internal Controls](#) (AUDT8003A)

Our courses are taught by instructors with real-world government experience, who deliver up-to-date course content that you can immediately apply on the job. Let GSUSA help you gain new skills to meet your grants management goals!



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Certificate in Grants Management

Our Certificate in Grants Management is focused on the training needs of federal assistance grantees, pass-through entities, grant managers, grant specialists, federal program and project staff (including individuals in the GS-1109 classification series), monitoring officials, and auditors whose duties include compliance testing and internal control certifications. In addition, attorneys with suspension/debarment responsibilities and grant auditors will also benefit from our courses.



Required Courses: (4 required courses)

Course Title	Course Code	Credits
Introduction to Grants Management	GRNT7015A	24 CEU
Grants Performance Management and Monitoring	GRNT7035A	24 CEU
Effective Grants Manager	GRNT7025A	24 CEU
Auditing Grants	AUDT7407A	24 CEU

Elective Courses:

Program and Management Analysis Courses: (Complete one course.)

Course Title	Course Code	Credits
Management Analysis: Overview	PGMT7000A	2.4 CEU
Cost Benefit Analysis Workshop	PGMT8100A	2.4 CEU
Project Management Essentials	PGMT7007A	2.4 CEU

Communication and Professional Skills Courses: (Complete one course.)

Course Title	Course Code	Credits
Clear Writing Through Critical Thinking	WRIT7100A	1.8 CEU
Communicating for Results	COMM7003A	1.2 CEU
Briefing Techniques	COMM7002A	1.8 CEU
Writing for Results	WRIT7110A	1.2 CEU

Leadership and Management Courses: (Complete one course.)

Course Title	Course Code	Credits
Decision Making and Problem Solving	MGMT8102A	1.2 CEU
Emotionally Intelligent Leaders	LEAD8007A	1.2CEU
Leading Teams and Groups	TDEV8200A	1.8 CEU
The Power of Influence over Authority	MGMT7120A	0.6 CEU

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

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

We can provide customized support to your agency to help you meet your annual training requirements.

**For more information, visit
www.graduateschool.edu/gsa
or call 800.787.9074.**

Auditing Grants

AUDT7407A 3 Days 24 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Grants Management.**
Click here for more information.

Understand the full grants management process, the current regulatory requirements (OMB Revised 2020 Guidance) governing grants, and the role of auditors in developing strategies for assessing compliance and performance. Learn to develop audit objectives and procedures to identify issues and recommendations for constructive feedback, corrective action and accountability. Learn the stages of effective grants management including award, monitoring, audit, and close-out. Become skillful at implementing strategies for auditing, application of cost principles, performance measurement and reporting through each of the grant stages by applying those strategies in case studies. This class is part of the Graduate School USA Grants Management Certification Program.

Learning outcomes

- Assess compliance with the grants management regulations and requirement.
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance, and other constructive feedback to grants managers
- Identify options for audit objectives and procedures that are achievable and will provide timely, useful information
- Identify issues beyond compliance that need to be audited

Who should attend?

Auditors and others involved in the grants process.

Level: Foundation.

Effective Grants Manager

GRNT7025A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Grants Management.
Click here for more information.

This course explores the critical steps toward increasing economy, efficiency and effectiveness of grants and grant-funded programs. As a participant in this class, you will explore current issues and events in grants management along with how to successfully prepare for a grant audit. You will find this course to be informative in guiding your approach to managing your organization's grant portfolio, whether you are a federal employee or a private sector grant administrator with financial, performance, or compliance responsibilities. Participants will also learn and apply the general and technical competencies identified by the Office of Personnel Management (OPM) to help ensure successful grants management outcomes

Learning outcomes

- Identify current issues and trends in grants management
- Identify new and unique options for dealing with special challenges in grants, such as volunteer recruitment, training and retention, advertising of services, communication between the "numbers crunchers" and program managers, and related topics
- Become familiar with the grant audit process
- Review correct close-out procedures when grants expire
- Apply OPM's general and professional competencies

Who should attend?

This course is intended for recipients of federal assistance awards, pass-through entities, grant managers at all levels of the organization, federal program and financial staff (particularly individuals in the GS-1109 classification series), and audit staff whose duties include compliance testing and program evaluation. Participants are encouraged to complete Introduction to Grants Management, and Grants Performance Measurement and Monitoring offered at Graduate School USA.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Grants Performance Management and Monitoring

GRNT7035A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Grants Management.
Click here for more information.

You will focus on the unique performance management, measurement, and monitoring issues for grants and grant-funded programs. You will enhance your awareness of performance issues relating to both achievement of program goals and effective and efficient management of program resources. You will learn a step-by-step, hands-on process to develop and implement a formalized monitoring function for grants that will apply to monitoring of recipients and sub-recipients. This process also includes self-monitoring within your agency or organization, a function mandated by 2 CFR 200, the Uniform Administrative Requirements.

To increase the effectiveness of your new monitoring function, you will learn to identify monitoring issues and tools applicable to both grantors and recipients.

Participants will also learn and apply the general and technical competencies identified by the Office of Personnel Management (OPM) to help ensure successful grants management outcomes.

Learning outcomes

- Establish realistic and realizable performance targets
- Provide performance data in support of performance reports that are clear, concise, accurate, and verifiable
- Define and prioritize key monitoring processes and procedures
- Establish a formal monitoring plan for your agency that complies with federal requirements
- Apply OPM's general and professional competencies to grants management

Who should attend?

This course is intended for recipients of federal assistance awards, pass-through entities, grant managers, grant specialists, Federal program and project staff (particularly individuals in the GS-1109 classification series), monitoring officials, and auditors whose duties include compliance testing and internal control certifications. Attorneys with suspension/debarment and other enforcement responsibilities will also benefit from this content. An understanding of the concepts in this course will be enhanced for participants with grant-related experience.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Introduction to Grants Management

GRNT7015A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Grants Management.
Click here for more information.

During this course, you will have the opportunity to gain an overview of Federal grants topics and terminology, roles and responsibilities, and rules and regulations – including the new Uniform Administrative Requirements at 2 CFR 200, commonly called the Super Circular. You will discuss and practice applying administrative requirements and basic cost principles within a team environment for a variety of scenarios and one comprehensive case study. Throughout the course, we will discuss common compliance problem areas with covered regulations, and potential solutions that are applicable to many agencies and private entities. Participants will also learn and apply the general and technical competencies identified by the Office of Personnel Management (OPM) to help ensure successful grants management outcomes

Learning outcomes

- Define common types of grants and grant-related terminology
- Interpret common administrative and cost requirements within the new uniform grants management requirements
- Distinguish between the phases of the budget process and how grant budgets are developed
- Develop procedures for assessing risk relating to your program
- Address high-risk issues through developing, implementing, and evaluating agency/programmatic internal controls
- Understand and apply various sanctions and other remedies for instances of non-compliance
- Apply OPM's general and professional competencies to grants management

Who should attend?

This course is intended for recipients of federal assistance awards, pass-through entities, grant managers, grant specialists, Federal program and project staff (particularly individuals in the GS-1109 classification series), monitoring officials, and auditors whose duties include compliance testing and internal control certifications. Attorneys with suspension/debarment and other enforcement responsibilities will also benefit from this content. An understanding of the concepts in this course will be enhanced for participants with grant-related experience.

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www.graduateschool.edu/hr

FEDERAL HUMAN RESOURCES MANAGEMENT

Your Success is Our Mission.

Graduate School USA has been government's trusted training partner since 1921. Today, federal agencies continue to rely on us to deliver practical training for real-life HR issues, taught by instructors who have been where you are, so they know what you need. Our curriculum is designed to help federal HR practitioners, managers, and supervisors develop the essential competencies for success.

Closing the Skills Gap

Human resources has been identified as one of five mission-critical federal occupations with skills gaps. Graduate School USA's regulatory-based human resources curriculum will help you close that gap by providing valuable in-depth learning opportunities.

Practical Training for Real-World Competency

Graduate School USA courses not only provide knowledge, they encourage application with exercises, workshops, and case studies that have direct relevance to federal HR situations and issues. Giving participants the opportunity to practice new skills in a nonthreatening environment helps agencies protect their investments and accomplish their missions.

Discover more than 80 basic, intermediate, and specialty courses, in both classroom and online formats, to develop the full complement of HR skills needed to acquire, maintain, and retain a competent, dynamic, results-oriented federal workforce.

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Certificates in Federal Human Resources Management

This three-level program consists of courses that are practical, job related, and federal specific, with a focus on the real issues that confront contemporary HR practitioners and managers.

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

HRM Certificate programs include both classroom and online courses. Level I may be completed entirely online.

Graduate School USA classroom courses are enhanced by instructors who know firsthand the issues faced by today's human resources practitioners. Our online courses provide students with another way to satisfy the requirements of the certificate programs. Classroom and online courses can be used interchangeably to meet certificate requirements.

For more information, or to register, visit www.graduateschool.edu/certificates, or call (888) 744-GRAD.



Human Resources Management Certificate Level I – Online

Earn this respected credential in federal human resources management anytime, anywhere with our online program. Courses required for the Level I Certificate cover the conceptual, technical, and procedural knowledge and skills needed by the successful HR practitioner.

Course Title	Course Code	Credits
Federal Human Resources Management	PERS1731A	1.8 CEU
Basic Staffing and Placement	STAF7100A	4.0 CEU
OR Federal Staffing	STAF7102A	4.0 CEU
Position Classification: An Introduction	CLAS7051A	4.0 CEU
OR Federal Classification	CLAS7052A	4.0 CEU
Basic Labor Relations	LABR7051A	4.0 CEU
OR Federal Employee Relations (Basic)	Or LABR7110A	1.2 CEU
EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Using and Presenting HR Data for Organizational Decisions	STAF8016A	1.2 CEU

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Classroom		Online
LEVEL I CERTIFICATE		
Federal Human Resources Management (PMGT7011D) 1.8 CEU	OR	Federal Human Resources Management (PERS1731A) 1.8 CEU
Federal Staffing and Placement (STAF7009D) 3.0 CEU	OR	Basic Staffing and Placement (STAF7100A) 4.0 CEU OR Federal Staffing (STAF7102A) 4.0 CEU
Position Classification (CLAS7003D) 6.0 CEU OR Principles of Classification (CLAS7900D) 3.0 CEU	OR	Position Classification: An Introduction (CLAS7051A) 4.0 CEU OR Federal Classification (CLAS7052A) 4.0 CEU
Federal Employee Relations (Basic) (LABR7110D) 1.2 CEU OR Federal Labor Relations (Basic) (LABR7020D) 1.2 CEU	OR	Basic Labor Relations (LABR7051A) 4.0 CEU OR Federal Employee Relations (Basic) (LABR7110A) 1.2 CEUs
EEO in the Federal Sector (EEOP7012D) 1.8 CEU	OR	EEO – Its Place in the Federal Government (EEOP7051A) 1.6 CEU
Using and Presenting HR Data for Organizational Decisions (STAF8016 D) 1.2 CEU	OR	Using and Presenting HR Data for Organizational Decisions (STAF8016A) 1.2 CEUs

Classroom		Online
LEVEL II CERTIFICATE (UPON COMPLETION OF LEVEL I)		
Federal Employee Benefits (BENE7104D) 3.0 CEU	OR	Federal Employee Benefits (BENE7104A) 3.0 CEU
Strategic Human Capital Management (PMGT7015D) 1.2 CEU OR Federal Workforce Analysis and Planning (PMGT7013D) 1.2 CEU	OR	Strategic Human Capital Management (PMGT7015A) 1.2CEU OR Federal Workforce Analysis Planning (PMGT7013A) 1.2 CEU
Fair Labor Standards Act (CLAS7101D) 1.2 CEU	OR	Fair Labor Standards Act (CLAS7102A) 1.2 CEU
Federal Position Management (CLAS7012D) 1.2 CEU	OR	Federal Position Management (CLAS7012A) 1.2 CEU
Job Analysis and Competency Assessment (STAF8001D) 1.8 CEU OR Qualifications Analysis (STAF7023D) 1.8 CEU	OR	Qualifications Analysis (STAF7024A) 1.8 CEU
Federal Employee Development (CDEV7007D) 1.8 CEU	OR	Federal Employee Development (CDEV7007A) 1.8 CEU

Classroom		Online
LEVEL III CERTIFICATE (UPON COMPLETION OF LEVEL II)		
Clear Writing through Critical Thinking (WRIT7100D) 1.8 CEU	OR	Thinking Critically. Writing Clearly (WRIT7301A) 3 Credits
Internal Consulting Skills for Federal HR Professionals (CDEV8005D) 1.8 CEU	OR	Internal Consulting Skills for Federal HR Professionals (CDEV8005A) 1.8 CEU
Leading Teams and Groups (TDEV8200D) 1.8 CEU	OR	Leading Teams and Groups (TDEV8500A) 1.8 CEU
Federal Performance Management (LABR7013D) 1.8 CEU	OR	Federal Performance Management (LABR7013A) 1.8 CEU
Introduction to Management Analysis (PGMT7010D) 1.8 CEU	OR	Introduction to Management Analysis (PGMT7010A) 1.8 CEU
Project Management Essentials (PGMT7007D) 18.0 CPE	OR	Project Management Essentials (PGMT7007A) 18.0 CPE



For more information, or to register, visit www.graduateschool.edu/hr or call 888.744.GRAD.

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Certificate in Human Resources Processing

Graduate School USA's Certificate in Human Resources Processing focuses on real issues and consists of courses that are practical, job-related, and federal specific.

Courses required for this certificate cover the legal, technical, and procedural knowledge needed by those who work in the HR processing arena. Since errors in personnel action processing have significant impact on employee careers, finances, rights, retirement, and benefits, it is essential that HR practitioners doing processing work learn what to do and how to do it right. Because the work done by these practitioners impacts governmentwide HR data, a misunderstanding of these specialized requirements can result in inaccurate information being used to make management and mission decisions.

The first three courses in this certificate should be taken in the order indicated. The other courses can be taken any time after the first three courses have been completed.



For more information, or to register, visit www.graduateschool.edu/certificates, or call (888) 744-GRAD.

Certificate in Human Resources Processing

Federal Human Resources Management (PMGT7011D) (Classroom) 1.8 CEU	OR	Federal Human Resources Management (PERS1731A) (Online: Self-paced ¹ , Instructor-led ²) 1.8 CEU
Using the Guide to Processing Personnel Actions (PROC7004A) (Online: Self-paced ¹ , Instructor-assisted ³) .6 CEU Note: If student takes STAF7011A, this course may be waived		
Processing Federal Personnel Actions (STAF7010D) (Classroom) 3.2 CEU		Processing Federal Personnel Actions (Blended Instruction) (STAF7011A) 3.2 CEU
Adjudicating and Applying Veterans' Preference (STAF8007A) (Classroom) .6 CEU	OR	Adjudicating and Applying Veterans' Preference (STAF8607A) (Online: Self-paced ¹ , instructor-led ²) .6 CEU
Calculating Service Computation Dates (STAF7602D) (Classroom) .6 CEU	OR	Calculating Service Computation Dates (STAF7602A) (Virtual, Live Online ⁴) .6 CEU
Federal Employee Benefits (BENE7104D) (Classroom) 3.2 CEU	OR	Federal Employee Benefits (BENE7104A) (Virtual, Live Online)

¹ Take six months to complete on your own schedule

² Instructor provides extensive feedback on exercise submissions, moderates discussions and blog assignments, and answers student questions via email or LMS

³ Instructor moderates discussions and blog assignments and answers student questions via email or LMS

⁴ Course conducted remotely by instructor on scheduled days/times via AdobeConnect

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Federal Human Resources Management

www.graduateschool.edu/hr

Federal Human Resources Management Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Human Resources Management Online	1	2	
Federal Human Resources Management	1	2	
Freedom of Information and Privacy Acts		2/3	4/5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

² Courses not designed for HR practitioners are not included in the rankings.

³ Definitions: OPM Proficiency Levels for technical competencies

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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Federal Human Resources Management

PERS1731A **Up to 6 months to complete** **1.8 CEU**



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

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

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

Learning outcomes

- Identify the principles upon which the federal human resources management (HRM) system is based and describe how they affect federal HRM decisions
- Discuss the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Describe the hiring process and how it is implemented in the federal government
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe equal employment opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations

Who should attend?

Current federal employees needing an overview of federal HR management, including HR practitioners (assistants and specialists), embedded HR liaisons (program/management analysts), HR interns, EEO professionals (counselors, specialists, program managers), and administrative staff new to the federal service (budget analysts, administrative officers, etc.). Supervisors/managers should take [Federal Human Resources for Supervisors and Managers](#) (PMGT7102A).

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Federal Human Resources Management

PMGT7011A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

Learn about the federal human resources management (HRM) process, the unique merit system environment within which it takes place, its special terminology, and the relationships between the following HRM functions: compensation, hiring, employee engagement, performance management, and human resources relations.

Learning outcomes

- Identify the principles upon which the federal human resources management (HRM) system is based and outline how they affect federal HRM decisions
- Discuss the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Describe the hiring process and how it is implemented in the federal government
- Explain how agencies can improve employee engagement to ensure a satisfied, productive workforce
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations

Who should attend?

Current federal employees needing an overview of federal HR management, including HR practitioners (assistants and specialists), embedded HR liaisons (program/management analysts), HR interns, EEO professionals (counselors, specialists, program managers), and administrative staff new to the federal service (budget analysts, administrative officers, etc.)

Supervisors/managers should take [Federal Human Resources for Supervisors and Managers](#) (PMGT7102D).

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Federal Human Resources Management for Supervisors and Managers

PMGT7102A 5 Days 3 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

Successfully meet organizational objectives and abide by human resources laws, and handle the HR aspects of supervision. Learn about the guiding principles of human resources management, including merit system principles, prohibited personnel practices, and EEO. In addition, gain knowledge and skills in these areas: labor relations; organizing, describing, and classifying positions; filling vacancies; performance management; managing performance and conduct problems; and quality-of-work-life issues.

Learning outcomes

- Discuss the role of the supervisor and manager in federal human resources management (HRM)
- Identify the guiding principles and framework for federal HR
- Describe the legal basis for equal employment opportunity (EEO) and identify the types of discrimination
- Describe the supervisor's obligations when working with employees who are members of a bargaining unit
- Describe the supervisor's role in position management and classification
- Identify strategies, considerations, and limitations for filling position vacancies
- Describe the components of an effective performance management system and the supervisor's role in managing these components
- Identify the steps for understanding performance problems and describe the options for dealing with them
- Describe misconduct and the steps for taking appropriate disciplinary actions
- Discuss some of the other HR issues that affect the federal government's ability to meet its employees' diverse needs

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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Click here to send a message to our Business Development Team.

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Freedom of Information and Privacy Acts

PMGT7000A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Federal employees who are involved with requests associated with the Freedom of Information Act or Privacy Act

Federal Staffing

STAF7102A Up to 6 months to complete 4 CEU



This course is
Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-led study; Self-paced. Take up to six months to complete the course.

Learning outcomes

- Understand the basis for federal merit staffing
- Describe federal staffing processes
- Assess minimum qualifications using OPM's Qualifications Standards for GS Positions
- Apply requirements for certifying best-qualified candidates for competitive and noncompetitive selection
- Learn how HR practitioners assist managers and supervisors in recruiting and retaining top talent
- Ensure that interviews are a positive extension of the staffing process
- Apply the procedures that must be followed if a selection is to be legal
- Identify pay-setting options for hiring successful employees

Who should attend?

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

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



Recruitment, Staffing, and Placement

www.graduateschool.edu/hr

Recruitment, Staffing, and Placement Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Staffing Online	2	2	
Basic Staffing and Placement Online	2	2	
Federal Staffing and Placement	2	2	
Qualifications Analysis	3	4	5
Job Analysis and Assessment Development	3	4	5
Examining for FWS Positions		4	4
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Behavioral Job Interviewing to Hire the Best	3	4	5
Recruitment Strategies Using Social Media		4	4
Staffing for Support Staff	2		
Calculating Service Computation Dates	2	3	4/5
Preparing for a Reduction in Force - Contract Class Only		2	3
Conducting a Reduction in Force - Contract Class Only	2	3	4/5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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

Basic Staffing and Placement

STAF7100A Up to 6 months to complete 4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-assisted study; Self-paced. Take up to six months to complete the course.

Learning outcomes

- Understand the basis for the federal merit system
- Describe staffing processes in the federal government
- Assess minimum qualifications using OPM's Qualifications Standards
- Apply requirements for certifying best-qualified candidates in competitive and noncompetitive processes
- Learn how to assist managers and supervisors in recruiting and retaining top talent
- Ensure that interviews are a positive extension of the staffing process
- Apply the procedures that must be followed for a legal selection
- Identify pay-setting options for recruitment and salary negotiation

Who should attend?

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

Federal Staffing and Placement

STAF7009A 5 Days 3 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

Learning outcomes

- Describe the role of the HR practitioner in assisting agency managers today and in the future
- Devise alternative solutions to recruiting challenges
- Research and use all available resource and reference material, including legal and regulatory issuances
- Assess minimum qualifications using the General Schedule Qualification Standards
- Evaluate a candidate's knowledge, skills, abilities, and competencies
- Apply concepts of time-in-grade and time-after-competitive appointment restrictions
- Apply merit promotion and other in-service procedures
- Describe concepts used in downsizing
- Inform applicants/employees about the civil service employment system
- Discuss the latest developments in federal HR management

Who should attend?

HR practitioners and others, such as supervisors, managers and EEO staff members, who need to use and apply current federal staffing procedures and regulations

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The more
you know,
the better
the outcome.

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**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

Qualifications Analysis

STAF7023A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

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

Learning outcomes

- Describe the staffing process and the role of qualifications analysis within it
- Understand the purpose of the qualifications process and its historical evolution
- Describe the structure and content of OPM's GS Qualification Policies and Qualification Standards websites
- Evaluate experience and education using the General Policies;
- Combine experience and education through proper analytic procedures to determine minimum qualifications
- Understand the purpose and requirements for selective placement factors and quality ranking factors
- Explain in-service placement provisions as they are similar to and differ from outplacement provisions
- Apply legal and regulatory requirements in making eligibility determinations
- Assess the minimum qualifications and the eligibility of a job applicant

Who should attend?

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

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

Qualifications Analysis

STAF7024A Up to 6 months to complete 1.8 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

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

Enroll anytime. All materials supplied. Instructor-led study;
Self-Paced Take up to six months to complete.

Learning Outcomes:

- Describe the staffing process and the role of qualifications analysis within it
- Understand the purpose of the qualifications process and its historical evolution
- Assess both general and specialized experience
- Evaluate experience and education using the General Policies
- Combine experience and education through proper analytic procedures to determine minimum qualifications
- Understand the purpose and requirements for selective placement factors and quality ranking factors
- Explain in-service placement provisions as they are similar to and different from outplacement provisions
- Apply legal and regulatory requirements in making eligibility determinations
- Assess the minimum qualifications and the eligibility of a job applicant

Who Should Attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Job Analysis and Assessment Development

STAF8001A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners as well as supervisors and managers involved in the recruitment and placement process or otherwise assess job candidates

Examining for Federal Wage System Jobs

STAF7200A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

HR practitioners, hiring officials and others who need to understand and/or use the JE examining method for Federal Wage System jobs

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Behavioral Job Interviewing to Hire the Best

STAF8012A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

- Identify the major purposes of the employment interview
- Identify the key aspects of preparing for an employment interview
- Develop behavior-based interview questions
- Develop an interview scoring mechanism
- Assess candidates against a rating scale
- Conduct effective, behavior-based interviews

Who should attend?

HR practitioners, supervisors, managers, recruiters, and others who interview job applicants

Recruitment Strategies Using Social Media

STAF7516A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn about the practice of using social media as a recruitment strategy. Develop your ability to both evaluate what your organization is currently doing in this area and identify how you can help improve the process by which your organization recruits successful high-quality candidates to accomplish its mission and goals. Gain a better understanding of why and how social media is used as a recruitment strategy; the best practices to ensure successful implementation of such strategies; and the ways in which these practices can be monitored, evaluated, and improved.

Learning outcomes

- Discuss the need for changes in the recruitment process to accommodate technological innovation and cultural change
- Discuss strategies that incorporate the use of social media to recruit high-quality candidates for public-sector jobs
- Identify best practices for establishing social media as a recruitment strategy
- Describe how metrics can be used to evaluate the successful use of social media as a recruitment strategy
- Assess your organization's capability for using social media networks for successful staff recruitment

Who should attend?

HR practitioners and other staff who need an introduction to the practice of using social media as a recruitment strategy in federal agencies

Staffing for Support Staff

STAF7001A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Support staff involved in the preparation of SF52s or SF50s who need to understand the relationship between staffing and other HR programs

Preparing for a Reduction in Force

STAF7005D

1 Day

.6 CEU



This course is available by
Contract Training Only.

For contract training information call 800.787.9074.

Learn about alternative flexibilities and tools that help agencies meet their organizational requirements, and, to reduce the scope and impact of any necessary RIFs. Enhance your knowledge of the actions agencies must take to prepare in advance to ensure that a RIF is successful. This course describes the considerations and actions required for agencies anticipating a reduction in force.

As a one-day overview of a very complex process, this course does not include skills development exercises. Rather, it:

- Describes tools, processes, and records requirements;
- Describes considerations necessary to prepare for a RIF; and
- Poses discussion questions for participants.

For a complete description of the RIF process, along with hands-on, practical exercises to develop skill, enroll in Planning and Conducting a Reduction in Force (STAF7015D).

Learning outcomes

- Summarize the major flexibilities and tools available to help agencies to avoid a RIF or reduce the impact of a RIF
- Discuss the RIF process, including the major factors for determining retention standing
- Describe resources available to agencies in preparing for a RIF
- Describe tools, processes, records requirements, and considerations necessary to prepare for a RIF

Who should attend?

Supervisors, managers, and HR leaders and officials who anticipate a need to restructure their workforce and wish to understand the impact of a potential reduction in force

Planning and Conducting a RIF

STAF7015D

4 Days

2.4 CEU



This course is available by

Contract Training Only.

For contract training information call
800.787.9074.

Learn the mechanics of properly executing a reduction in force (RIF). Know what to do when an agency abolishes positions, or separates or downgrades employees due to a reorganization, lack of work, shortage of funds, or insufficient personnel ceiling. Run a mock RIF to determine the impact of various decisions on employee entitlements and agency structure. Learn about appeal procedures, priority placement programs, and employee reemployment and restoration rights.

The content of this course focuses on the RIF procedures described in 5 CFR 351. It does not cover the specific procedures established by the National Defense Authorization Act of 2016.

Learning outcomes

- Define basic terms such as competitive area, competitive level, retention register, bumping, and retreating
- Describe the basic procedures used in a reduction in force (RIF)
- Establish a retention register
- Apply the RIF actions of displacement, retreating, bumping, and separation in a RIF
- Explain pay implications in a RIF
- Explain special employment programs for displaced employees
- Identify when a proposed reorganization will result in a transfer of function, and determine management and employee rights in a transfer of function
- Recognize RIF actions by agencies that are subject to RIF appeal, explain the appeals procedure, and cite current relevant case law

Who should attend?

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

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the better
the outcome.**

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Human Resources Processing and Analysis

www.graduateschool.edu/hr

HR Processing and Analysis Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Using the Guide to Processing Personnel Actions	1	2	
Processing Federal Personnel Actions (Blended Instruction)	1	2	
Processing Federal Personnel Actions	1/2	3	3
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Calculating Service Computation Dates	2	3	4/5
Federal Employee Benefits	2	3/4	5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies

² Courses not designed for HR practitioners are not included in the rankings for technical competencies.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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

Adjudicating and Applying Veterans' Preference

STAF8607A

Up to 6 months to complete

.8 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Processing.

Click here for more information.

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

- Instructor assistance and feedback on assignments
- Facilitated discussions

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

Learning outcomes

- Identify the circumstances in which veterans' preference applies
- Know the types of veterans' preference, including veterans, spouses, widows/widowers, and mothers
- Properly adjudicate veterans' preference claims
- Apply veterans' preference in both competitive and excepted appointments
- Employ these special appointing authorities for veterans: Veterans' Recruitment Appointments (VRA); disabled veterans enrolled in a VA training program; Veterans Employment Opportunities Act of 1998

Who should attend?

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

Adjudicating and Applying Veterans' Preference

STAF8007A

1 Day

.6 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Processing.

Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners who adjudicate veterans' preference claims or perform delegated examining work

Calculating Service Computation Dates

STAF7602A 1 Day 0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Processing.
Click here for more information.

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

Learning outcomes

- Learn what Service Computation Dates (SCD) are
- Determine appropriate service is creditable and how it is credited for civil service employment.
- Determine if uniformed service is creditable
- Learn how to verify service
- Learn when to compute the SCD or make changes to SCD
- Learn differences between SCD for Leave, RIF, TSP, and Retirement

Who should attend?

HR practitioners who compute and make changes to SCDs

Federal Employee Benefits

BENE7104A 5 Days 3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Processing.
Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners who administer and apply federal employee benefits

Processing Federal Personnel Actions (Blended Instruction)

STAF7011A

5 Days

3.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Students who do not complete independent work will not be allowed to attend the live sessions.

Learning outcomes

- Use The Guide to Processing Personnel Actions and related references to complete SFs 52 and SF 50, including selection of the correct nature of action, legal authority, and remarks
- Make determinations on veterans' preference, tenure, determining retirement coverage, computing service computation dates, probationary periods, and within-grade increases

Who should attend?

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

Processing Federal Personnel Actions

STAF7011D

5 Days

3.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

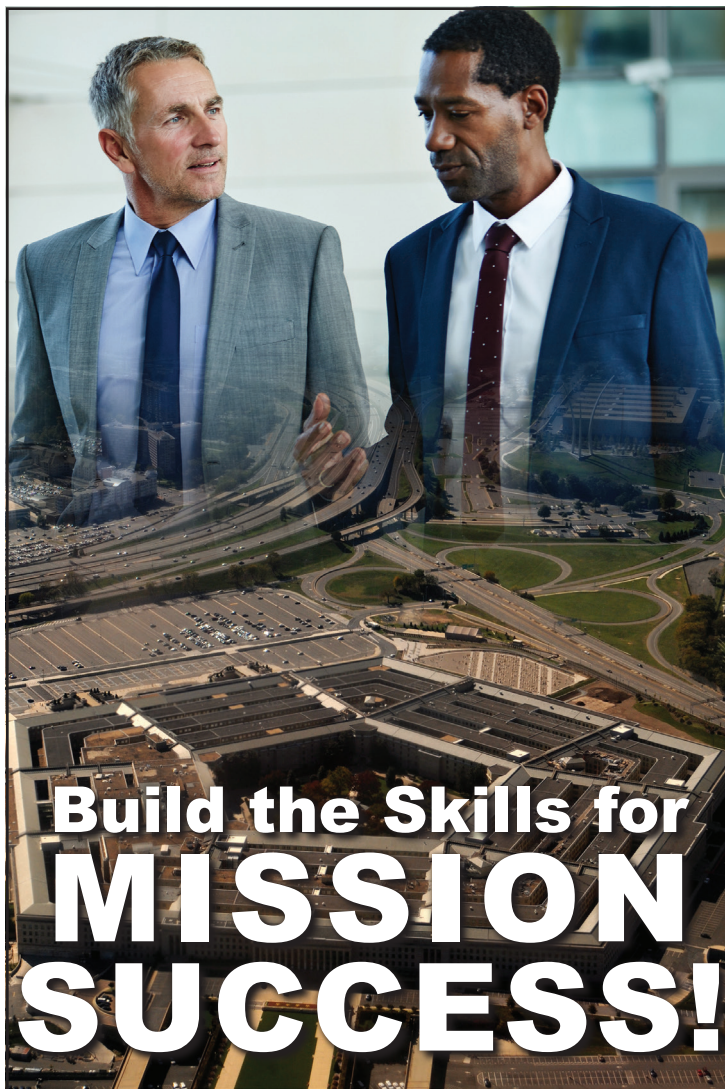
Learn about the Guide to Processing Personnel Actions and how to use the Guide to document personnel actions. Understand how to prepare, process and approve Requests for Personnel Actions (SF-52) and Notifications of Personnel Actions (SF-50), the essential personnel records for Federal employees. Use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

Learning outcomes

- Use The Guide to Processing Personnel Actions and related references to complete SFs 52 and SF 50, including selection of the correct nature of action, legal authority, and remarks
- Make determinations on veterans' preference, tenure, determining retirement coverage, computing service computation dates, probationary periods, and within-grade increases

Who should attend?

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



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For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.

Using the Guide to Processing Personnel Actions

PROC7004A Up to 6 months to complete 0.6 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call
800.787.9074.

Learn to use the Guide to Processing Personnel Actions (GPPA). Overview the structure and use of the Guide to Processing Personnel Actions by walking through the Guide and related manuals. In this course, you will see what is covered, how information is organized, and how DLTs and other GPPA content are used.

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

Enroll anytime. All materials supplied. Independent study.

This course is NOT appropriate for those who completed now discontinued Basic Processing Personnel Actions (PROC7003A).

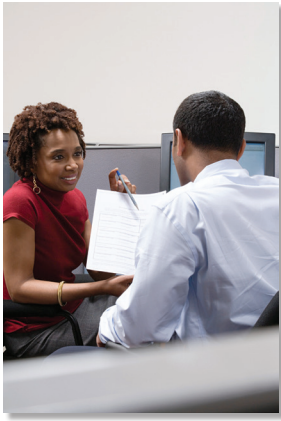
Learning outcomes

- Understand how to find and use the information in OPM's Guide to Processing Personnel Actions
- Use Decision Logic Tables (DLTs), Job Aids, Figures, Tables, and other required GPPA content
- Describe how the Guide to Personnel Recordkeeping, Guide to Data Standards, Guide to Human Resources Reporting, and other related publications are used in the processing of federal personnel actions

Who should attend?

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

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Employee Benefits Administration

www.graduateschool.edu/hr

Employee Benefits Administration Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Benefits	1/2	3/4	5
CSRS and FERS Retirement and Benefits	1/2	3/4	5
Workers Compensation and Disability Retirement	1/2	3/4	5
Family and Medical Leave Act for Supervisors and HR Practitioners	2	3/4	5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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CSRS and FERS Retirement and Benefits

BENE8201D

4 Days

2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

HR practitioners and others who administer federal benefits will benefit by attending this course

Workers Compensation and Disability Retirement

BENE8104A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

HR practitioners as well as other support staff members who are involved in administering benefits for federal employees

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Federal Employee Benefits

BENE7104A

5 Days

3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management and the Human Resources Processing Certificate.

Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners who administer and apply federal employee benefits

Family and Medical Leave Act for Supervisors and HR Practitioners

PMGT7510A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn the requirements you must follow under the Family and Medical Leave Act and how to handle specific situations you may face. Ensure that you and your agency do not end up dealing with a grievance or court case because you do not understand or know how to apply the entitlements provided in the Act.

This course was previously titled Family and Medical Leave Act for Supervisors and Managers

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

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Classification and Position Management

www.graduateschool.edu/hr

Classification and Position Management Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Classification Online	2	3/4	5
Position Classification: An Introduction Online	1	2/3	
Principles of Classification	2	3/4	5
Position Classification	2	3/4	5
Classification Refresher		3/4	4
Advanced Position Classification		4	5
Writing Federal Position Descriptions	1/2	3/4	5
Federal Position Management	1	3	4/5
Fair Labor Standards Act (FLSA) Online	1	3	
Fair Labor Standards Act (FLSA)	1	3	

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings for technical competencies.

1 = Awareness

- Applies the competency in the simplest situations
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4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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Federal Classification

CLAS7052A Up to 6 months to complete 4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

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

All materials supplied. Instructor-led study. Self-paced; take up to six months to complete the course.

Learning outcomes

- Learn the principles and the references that guide classification in the federal sector
- Understand and apply procedures used to classify federal positions using the FES
- Understand and apply procedures used to classify federal positions using the narrative system
- Understand alternative HR systems and procedures commonly used to evaluate positions in such systems
- Understand and apply procedures used to classify federal blue-collar positions using the job-grading system
- Apply the rules applicable to classifying mixed grade/series and interdisciplinary positions
- Apply the procedures used to classify federal leader, supervisory, and managerial positions
- Recognize and apply the principles used to organize work (position management) and describe positions using the FES format

Who should attend?

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

Position Classification: An Introduction

CLAS7051A Up to 6 months to complete 4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

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

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

Enroll anytime. All materials supplied. Instructor-assisted study. Self-paced; Take up to six months to complete.

Learning Outcomes

- Classify General Schedule positions using both narrative and Factor Evaluation System (FES) standards
- Classify Federal Wage System positions using job-grading standards
- Help supervisors plan and manage positions
- Write evaluation statements
- Determine the impact of classification decisions and recommend alternatives

Who should attend?

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

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

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

We can provide customized support to your agency to help you meet your annual training requirements.

**For more information, visit
www.graduateschool.edu/gsa
or call 800.787.9074.**

Principles of Classification

CLAS7900A

5 Days

3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

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

Learning outcomes

- Discuss the two primary systems used to evaluate positions in the federal system
- Describe the legal basis, structure, and primary tools of the General Schedule system
- Explain and apply procedures used to classify federal positions using the Factor Evaluation System
- Explain and apply procedures used to classify federal positions in the Federal Wage System including leader and supervisory positions.
- Describe and apply the procedures used to classify General Schedule leader, supervisory, and managerial positions.
- Explain and apply the rules applicable to classifying mixed grade/series and interdisciplinary positions.

Who should attend?

HR practitioners and others who need to know how to evaluate, federal GS and FWS positions, including HR practitioners, managers, supervisors, administrative staff, and others

This five-day course is not a substitute for the 10-day Position Classification course (CLAS703D). This course provides fewer opportunities to practice and demonstrate correct application of classification and does not cover other classification-related topics in the depth seen in the 10-day course.

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Position Classification

CLAS7003D 10 Days 6 CEU



This course is only for

In-person Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Human Resources Management.

Click here for more information.

Develop and improve your skills in selecting and applying position classification standards, writing position evaluation statements, and operating within classification-related areas such as FLSA and position management. This intensive ten-day course provides you with a foundation in General Schedule (GS) and Federal Wage System (FWS) classification. Focus on the legal bases, structure, and operation of the GS, FWS, and alternative classification systems.

Learning outcomes

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

Who should attend?

HR practitioners and others who classify positions or need an in-depth knowledge of how federal positions are classified

The five-day [Principles of Classification](#) (CLAS7900D) is not a substitute for this in-depth, exercise-intensive course.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Classification Refresher

CLAS7004A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Refresh your knowledge of classification essentials and more advanced classification issues and go home with a quick and easy-to-use reference guide. Enhance your skills by completing two classification projects with instructor input and feedback.

Learning outcomes

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

Who should attend?

HR practitioners and other agency staff who have prior experience in evaluating/classifying positions under Title 5. This includes the significant number of HR practitioners who classify only intermittently and have a critical need to network and refresh their classification knowledge.

Advanced Position Classification

CLAS9001A 4 Days 3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Refresh your classification knowledge on the major issues involving FES and narrative systems and discuss the more difficult and technical classification issues through exercises based on classification appeals decided by the Office of Personnel Management.

Learning outcomes

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

Who should attend?

HR practitioners with significant prior experience in evaluating/classifying positions under Title 5

Writing Federal Position Descriptions

CLAS7910A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn how to make effective use of your organization's human resources by planning and describing positions completely and accurately. Include important duties, organizational relationships, and essential knowledge in employee position descriptions (PDs) since PDs form the basis for many HR actions, including compensation, hiring, and RIF. Facilitate the accomplishment of an agency's mission, goals, and objectives at both the macro and micro levels with effective PDs.

Learning outcomes

- Describe the importance of current and accurate position descriptions and their effect on classification, recruitment, performance measurement, compensation, and employee relations
- Explain the dos and don'ts of writing position descriptions
- Identify supervisory responsibilities in writing PDs
- Discuss the components of General Schedule non-supervisory and supervisory position descriptions
- Define the factors necessary for writing General Schedule nonsupervisory and supervisory position descriptions
- Write complete and accurate General Schedule non-supervisory and supervisory position descriptions
- Discuss the components of FWS non-supervisory and supervisory position descriptions
- Define the factors necessary for writing FWS nonsupervisory and supervisory position descriptions
- Write complete and accurate Federal Wage System non-supervisory and supervisory position descriptions

Who should attend?

Federal supervisors, HR practitioners, and administrative staff who need to be able to apply the basic principles of position planning to the description of positions and write complete position descriptions

Writing Federal Position Descriptions

CLAS7911A Up to 6 months to complete 1.2 CEU



This course is
Self-paced Instruction.

Click here for tuition and to register. For contract training information call 800.787.9074.

Learn how to make effective use of your organization's human resources by planning and describing positions completely and accurately. Include important duties, organizational relationships, and essential knowledge in employee position descriptions (PDs) since PDs form the basis for many HR actions, including compensation, hiring, and RIF. Facilitate the accomplishment of an agency's mission, goals, and objectives at both the macro and micro levels with effective PDs.

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

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

Learning outcomes

- Overview the basic principles of position planning
- Explain the do's and don'ts in writing position descriptions
- Identify supervisory responsibilities in writing PDs
- Discuss the components of General Schedule non-supervisory and supervisory position descriptions
- Define the factors necessary for writing General Schedule nonsupervisory and supervisory position descriptions
- Write complete and accurate General Schedule nonsupervisory and supervisory position descriptions
- Discuss the components of FWS non-supervisory and supervisory position descriptions
- Define the factors necessary for writing FWS nonsupervisory and supervisory position descriptions
- Write complete and accurate Federal Wage System non-supervisory and supervisory position descriptions

Who should attend?

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

Federal Position Management

CLAS7012D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

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

Learning outcomes

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

Who should attend?

HR practitioners, management and program analysts, supervisors, managers, and team leaders who are responsible for position management and increasing work unit efficiency

Fair Labor Standards Act

CLAS7102A

Up to 6 months to complete

1.2 CEU



This course is
Self-paced Instruction.

Click here for tuition and to register. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-led study; Self-paced. Take up to six months to complete the course.

Learning outcomes

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

Who should attend?

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

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Fair Labor Standards Act

CLAS7101A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Position Classification for Supervisors and Administrative Staff

CLAS8102D 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn the basic principles, structure, and operation of the federal position classification process. Discover how to proficiently interpret and apply classification standards, select appropriate occupational groups and series, prepare well-written descriptions and evaluation statements, and identify work characteristics that impact position classification. Learn about other related topics such as the application of GS Leader and Supervisory Guides, FLSA, position management, and classification appeals.

Learning outcomes

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

Who should attend?

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



Compensation

www.graduateschool.edu/hr

Compensation Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Pay Setting for FWS Positions Online	1/2	3/4	5
Pay Setting for GS Positions Online	1/2	3/4	5
Pay Setting: Federal Wage System	1/2	3/4	5
Pay Setting: General Schedule	1/2	3/4	5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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Pay Setting for FWS Positions

PADM7001A Up to 6 months to complete 4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-assisted study; Self-paced. Take up to six months to complete the course.

Learning outcomes

- Set pay for employees under the Federal Wage System
- Set pay for non-FWS pay system employees who move to FWS positions
- Use recruitment and relocation incentives

Who should attend?

Federal personnel who set pay or give advice on setting pay

Pay Setting for GS Positions

PADM7002A Up to 6 months to complete 4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-assisted study; Self-paced. Take up to six months to complete the course.

Learning outcomes

- Set pay for employees under the General Schedule (GS)
- Set pay for non-GS pay system employees who move to GS positions
- Set pay using allowances, differentials, incentives, and back pay

Who should attend?

Federal personnel who set pay or give advice on setting pay

Pay Setting: Federal Wage System

STAF9004A 1 Day .6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Understand the basics of FWS pay-setting policies and requirements. Learn to apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle, including the application of new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential.

Learning outcomes

- Understand basic FWS pay-setting policies and requirements
- Apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle
- Set pay for new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential

Who should attend?

Federal personnel who set pay or give advice on setting pay

Pay Setting: General Schedule

STAF9002A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.



Employee Relations and Conduct

www.graduateschool.edu/hr

Employee Relations and Conduct by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Relations (Basic)	1	2	
Adverse Conduct and Performance-Based Actions	1/2	3	4/5
Federal Employee Relations (Intermediate)	2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Managing Employee Conduct and Performance		3	4/5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
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- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

Federal Employee Relations (Basic)

LABR7110D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

Learn about the fundamental principles and policies that govern the basic rights and responsibilities of agency employees in areas such as probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, etc.

Learning outcomes

- Describe the laws and principles that encompass employee relations
- Outline the rights and responsibilities of the parties in employee relations matters
- Identify the differences between performance and conduct
- Discuss employee and supervisory probationary periods
- Outline the investigation process
- Describe the procedures for taking disciplinary actions
- Outline the performance process and taking performance-based actions
- Identify procedures and case law for dealing with leave issues, including dealing with excessive leave use
- Define the need and procedures for requesting medical documentation for accommodation issues and disability determinations

Who should attend?

HR practitioners, managers and supervisors, and other employees who need an overview of employee relations in the federal government

Adverse Conduct and Performance-Based Actions

LABR7100A

4 Days

2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Federal Employee Relations (Intermediate)

LABR8110A

3 Days

1.8 CEU



This course is available in

Virtual Instruction.

Click [here](#) for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Focus on the practice of employee relations in the federal work place. Gain in-depth understanding of the more complex aspects of federal employee relations that a practitioner needs to know when advising management and effectively dealing with employee issues and activities. Enhance your skill in using case law to apply the concepts presented.

Participants in this course should have taken [Employee Relations \(Basic\)](#) (LABR7110) or have equivalent experience.

Learning outcomes

- Describe the basic workplace rights and expectations.
- Outline the rights and responsibilities of the parties in employee relations matters
- Describe the origins and procedures regarding the right to due process
- Discuss the procedures and processes for taking disciplinary and adverse actions
- Outline the process of determining credibility in disciplinary situations
- Identify procedures and case law for dealing with conduct and leave issues, including dealing with excessive leave use
- Define and outline the use of proper use of medical documentation in leave and accommodation issues
- Outline the law and regulations regarding disability and reasonable accommodation
- Define disability, “qualified” disabled employee, undue hardship, and reasonable accommodation
- Describe the procedures for filing grievances, appeals, and EEO complaints
- Understand the fundamentals of the arbitration process

Who should attend?

Employee relations practitioners, attorneys, union stewards, and others with a need to understand in-depth federal employee relations. Those who attend this course should already have a basic understanding of federal employee relations and should be working in the labor relations arena.

Contract Training

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Click [here](#) to send a message to our Business Development Team.

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Writing Conduct and Performance Letters

LABR7120A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee's reply to a disciplinary proposal letter.

Learning outcomes

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last-chance agreements

Who should attend?

Employee relations practitioners, attorneys, supervisors, and managers

Managing Employee Conduct and Performance

LABR7011A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Develop the skills necessary to deal with common performance and conduct problems. Explore day-to-day problems that federal supervisors face in this practical, no-nonsense course. Become adept at dealing with workplace issues such as absenteeism, insubordination, coming to work under the influence, threats and intimidation, sick leave abuse, contentious conduct, poor performance, and workplace violence.

Learning outcomes

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

Who should attend?

HR practitioners, as well as civilian and military supervisors of federal civilian employees

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.



Performance Management

www.graduateschool.edu/hr

Performance Management Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS- 11/12	Expert/Manager GS-13+
Federal Performance Management	1/2	3/4	5
Adverse Conduct and Performance-Based Actions	1/2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Employee Performance Discussions		2	3/4

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies

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4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
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Federal Performance Management

LABR7013A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners or managers and supervisors involved in evaluating the performance of individuals or offering advice or work to make the appraisal process functional in their organizations

Adverse Conduct and Performance-Based Actions

LABR7100A 4 Days 2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Contract Training

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If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Writing Conduct and Performance Letters

LABR7120D 2 Days 1.2 CEU



This course is available by

Contract Training Only.

For contract training information call 800.787.9074.

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee's reply to a disciplinary proposal letter.

Learning outcomes

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last chance agreements

Who should attend?

Employee relations practitioners, attorneys, supervisors, and managers

Employee Performance Discussions

LABR7015D 2 Days 1.2 CEU



This course is available by

Contract Training Only.

For contract training information call 800.787.9074.

Learn how to hold productive performance discussions with your employees. By structuring discussions and appropriately focusing your feedback, become skilled at defining short- and long-term expectations, explaining how progress is measured, and identifying current levels of accomplishment. Through real-world exercises, you practice communication and performance management skills designed to help you minimize the stress of providing feedback by anticipating employee reactions and building a common understanding of performance expectations.

Learning outcomes

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

Who should attend?

Supervisors, managers, and team leaders who conduct performance discussions



Federal Labor Relations

www.graduateschool.edu/hr

Federal Labor Relations Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Labor Relations (Basic)	1	2	
Basic Labor Relations Online	1	2	
Federal Labor Relations (Intermediate)	2	3	4/5
Negotiating Federal Labor Agreements		2/3	4/5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

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- Applies the competency in considerable difficult situations
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- Applies the competency in exceptionally difficult situations
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Federal Labor Relations (Basic)

LABR7020A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

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

Learning outcomes

- Present an overview of the history of labor relations in the federal sector
- Discuss the basic principles of labor relations incorporated in the Labor-Management Relations Statute
- Define the procedures involved in conducting a union campaign and election
- Describe the meaning, history, and process of collective bargaining
- Outline contract administration, negotiated grievance procedures, and unfair labor practices

Who should attend?

HR practitioners, managers, and supervisors, and other employees who need an overview of federal labor relations

Basic Labor Relations

LABR7501A Up to 6 months to complete 4 CEU



This course is
Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

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

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

Enroll anytime in this online course. All materials are supplied. Instructor-assisted study; Self-paced. Take up to six months to complete the course.

Learning outcomes

- Outline the procedures involved in conducting a union campaign and election
- Explain the meaning, history, and process of collective bargaining
- Describe contract administration, negotiated grievance procedures, and unfair labor practices

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

**Click here to send a message to
our Business Development Team.**

Federal Labor Relations (Intermediate)

LABR7021D 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn about the practice of labor relations in the workplace. Understand the more complex aspects of federal labor relations needed when advising management and effectively processing labor-management activities. Enhance your skill in using case law to apply the concepts presented.

Learning outcomes

- Depict an overview of the history of labor relations in the federal sector
- Understand the grievance & ULP process
- Understand the basic principles of federal labor relations incorporated in the Labor Management Relations Statute
- Learn the mission and goals of the various bodies involved in overseeing and facilitating the labor relations processes in the federal sector
- Understand and apply the concepts of mandatory and permissive bargaining
- Understand the concepts of negotiability
- Explain the role of the union steward
- Learn how to deal with union stewards
- Understand the purpose of official time
- Learn methods to control official time

Who should attend?

Labor relations practitioners, union stewards, and others with a need to understand in-depth federal labor relations. Participants in this course should have taken [Federal Labor Relations \(Basic\)](#) (LABR7020D), [Basic Labor Relations](#) (LABR7051A), or have equivalent experience.

Negotiating Federal Labor Agreements

LABR9001A 5 Days 3 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Federal HR practitioners, supervisors, managers, and attorneys who negotiate labor agreements or advise management negotiators

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.



Strategic Human Capital Consulting

www.graduateschool.edu/hr

Strategic Human Capital Consulting Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Strategic Human Capital Management	1	3	4/5
Federal Workforce Analysis and Planning		2/3	4/5
Internal Consulting Skills for Federal HR Professional		3/4	5
Using and Presenting HR Data for Organizational Decisions	1/2	3/4	5

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³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings for technical competencies.

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- Applies the competency in difficult situations
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4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
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5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
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Strategic Human Capital Management

PMGT7015A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

Gain a solid foundation in strategic human capital management concepts, principles, and best practices using OPM's Human Capital Framework. Learn the skills needed to align HR goals, performance, and budget with agency mission and use metrics to identify needs and outcomes and measure progress toward identified outcomes.

Learning outcomes

- Describe strategic human capital management and its importance in today's federal environment
- Identify sources of human capital data and explain how they are used in strategic human capital management
- List the human capital standards and describe how each affects agency strategic decision making
- Discuss how agency culture and mission shapes human capital management decisions
- Examine how organizational analyses are used in human capital business decisions
- Identify recruitment strategies that are aligned with strategic goals
- Describe how linking organizational and individual performance expectations help agencies meet goals and improve productivity and effectiveness
- Describe strategies that help organizations effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous performance improvement
- Discuss how data-driven, results-oriented planning and accountability systems ensure agency human capital decisions that ensure better business results

Who should attend?

HR practitioners and leaders, management and program analysts, who seek a solid foundation in strategic human capital management concepts, principles, and best practices

Federal Workforce Analysis and Planning

PMGT7013A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

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

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Internal Consulting Skills for Federal HR Professionals

CDEV8005A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners who advise federal managers and supervisors. Agencies may schedule on-site delivery of this course. The course can also be customized to address agency-specific HR issues.

Using and Presenting HR Data for Organizational Decisions

STAF8016D 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Human Resources Management.
Click here for more information.

Learn what HR data analysis is and how it will help you help your agency accomplish its mission. Learn what data to collect and how to assess and analyze that data to gain meaningful insights that clarify decision points and make evidence-based decisions that support business and mission strategies. Gain skill in clearly and effectively presenting data to agency decision makers so that they can both understand and use your analysis. Focus on leveraging data to improve your agency's hiring practices, diversity, attrition rate, succession planning, and accountability.

Learning outcomes

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

Who should attend?

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



Equal Employment Opportunity

www.graduateschool.edu/hr

Equal Employment Opportunity Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
EEO-Its Place in the Federal Government Online	2	3	
EEO in the Federal Sector	1/2	3/4	5
Federal EEO Counseling	1	3	4/5
EEO Counseling Online	1	3	4/5
Special Emphasis Program Management	2	3/4	5
Roles and Responsibilities of EEO/Diversity Committee	2/3	4/5	5

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5 = Expert

- Applies the competency in exceptionally difficult situations
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- Demonstrates comprehensive, expert understanding of concepts and processes

EEO – Its Place in the Federal Government

EEOP7051A Up to 6 months to complete 1.6 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register.
For contract training information call 800.787.9074.



This course is part of the

**Certificate Program in
Human Resources Management.**

Click here for more information.

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

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

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

Who should attend?

All federal employees. Supervisory employees should take EEO for Supervisors and Managers (EEOP8101).

EEO in the Federal Sector

EEOP7012A 3 Days 1.8 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

**Certificate Program in
Human Resources Management.**

Click here for more information.

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

Learning outcomes

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

Who should attend?

All federal employees. Supervisory employees should take EEO for Supervisors and Managers (EEOP8101).

Federal EEO Counseling

EEOP7101A 4 Days 2.4 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Federal employees who are, or have been, selected to be EEO counselors

EEO Counseling

EEOP7002A Up to 6 months to complete 2.4 CEU



This course is

Self-paced Instruction.

Click here for tuition and to register. For contract training information call 800.787.9074.

This course is designed to give federal employees who are, or will be, EEO counselors a basic understanding of the equal employment opportunity (EEO) counseling process: who is covered by the federal sector discrimination complaint process, the federal EEO discrimination complaint process itself, and the role of the EEO counselor in the process.

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

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

Learning outcomes

- Describe the federal EEO discrimination complaint process
- Describe the role of an EEO counselor
- Name the bases, issues, and theories of discrimination covered by EEO laws, Executive orders, and regulations
- Counsel employees, former employees, and applicants who allege discrimination
- Write a counselor's report

Who should attend?

Federal employees who are or have been selected to be EEO counselors

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

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Special Emphasis Program Management

EEOP8115A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Roles and Responsibilities of EEO/Diversity Committee

EEOP8110D 2 Days 1.2 CEU



This course is available in
In-person Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Sexual Harassment Prevention for Employees

EEOP7030A 1 Day 0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Sexual harassment is not only illegal, it detracts from workplace productivity and professionalism. Learn about sexual harassment trends in the federal workplace; the various types of sexual harassment; how to determine sexual harassment; the laws, policies, regulations, and guidance governing sexual harassment; and the process by which victims can address sexual harassment in the federal workplace.

Learning outcomes

- Define sexual harassment
- Identify sexually harassing situations
- Respond appropriately to sexually harassing behavior
- Differentiate between sexual harassment and sexual favoritism

Who should attend?

All federal employees. Supervisors and managers should take Sexual Harassment Prevention for Supervisors (EEOP7031D).

Sexual Harassment Prevention for Supervisors

EEOP7031A 1 Day 0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn about the various types of sexual harassment and the kinds of behavior that may be interpreted as sexual harassment in the workplace. Recognize your role in preventing sexual harassment and your responsibilities when sexual harassment complaints are raised.

Learning outcomes

- Define sexual harassment and identify sexually harassing situations
- Identify the nature and extent of sexual harassment
- Differentiate between sexual harassment and sexual favoritism
- Identify agency actions to reduce sexual harassment
- Handle sexual harassment allegations
- Counsel potential complainants regarding their rights, the remedies available to them, and the discrimination complaint procedure

Who should attend?

Federal supervisors, managers, and team leaders

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EEO for Supervisors and Managers

EEOP8101A

2 Days

1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

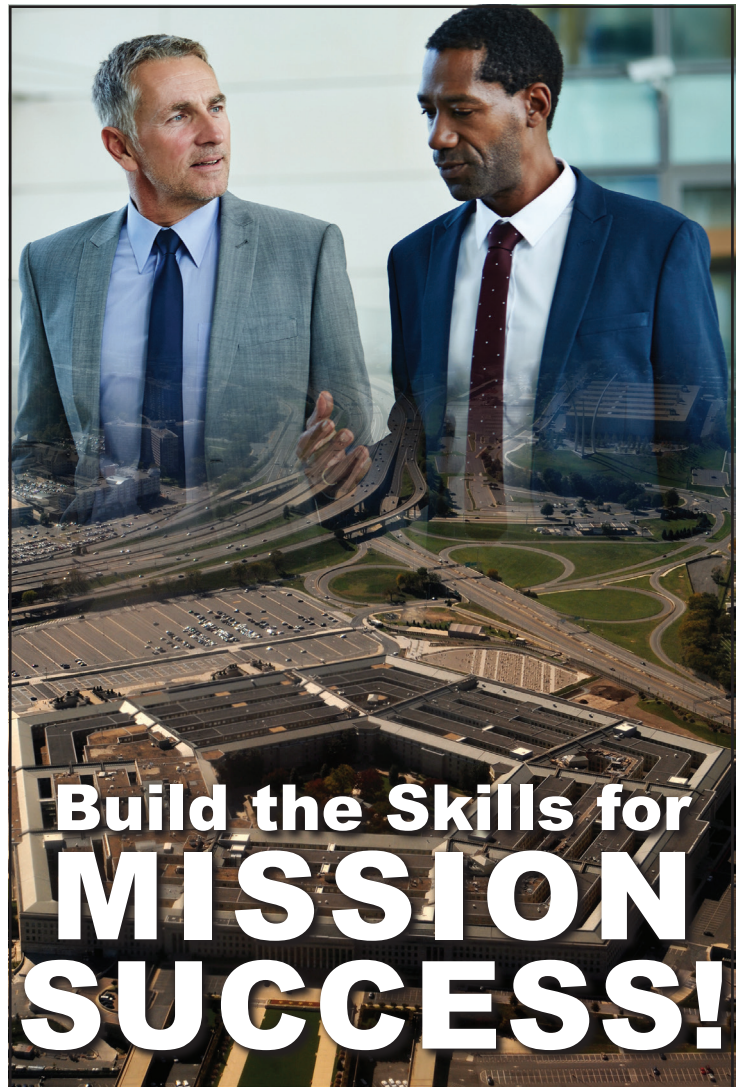
Enhance your performance as a federal supervisor by understanding your role, responsibilities, and obligations in recruiting and maintaining a diverse workforce and in addressing and preventing discrimination, retaliation, and all forms of harassment. Learn what you need to know to be able to meet your EEO-related performance standards.

Learning outcomes

- Define management's role and responsibility in the EEO program
- Consider the impact of EEO laws when making decisions
- Take appropriate action when an EEO complaint is filed
- Recognize and implement practices that support EEO objectives
- Use the Special Emphasis Program to achieve EEO objectives
- Define, identify, and take appropriate action in sexual harassment cases
- Demystify the affirmative action program
- Discuss proper job interview questions

Who should attend?

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



Training for the Department of Defense

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If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

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Employee Development

www.graduateschool.edu/hr

Employee Development Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Development	2	3	4/5
Instructional Design Essentials	1	3	4/5
Instructor Training	1	3/4	4/5
Briefing Techniques	1	3/4	4/5

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies.

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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Federal Employee Development

CDEV7007A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Human Resources Management.**
Click here for more information.

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

Learning outcomes

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

Who should attend?

HR practitioners at all levels

Instructional Design Essentials

ADMB9006D 3 Days 1.8 CEU



This course is available in
In-person Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend

Anyone who trains employees, selects training vendors, develops training materials, or evaluates training

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

**Click here to send a message to
our Business Development Team.**

Instructor Training

CDEV9001A 4 Days 2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend

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

Briefing Techniques

COMM7002A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

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

Learning outcomes

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

Who should attend

Anyone who wants to deliver clear and succinct briefings

Contract Training

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If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Personnel Suitability and Security

www.graduateschool.edu/hr

Personnel Suitability and Security Courses by OPM Proficiency Levels^{1, 2, 3}

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Advanced Suitability Adjudication	3	3/4	4
Understanding the Personnel Security Program	1	2/3	3
Suitability Adjudication	2	3	3
Personnel Security Adjudication	2	3	3
Advanced Personnel Security Adjudication	3	3/4	4
Personnel Security and Suitability Adjudication	2	3	3
Fundamentals of Conducting a Personnel Security Interview	2	3	3

¹ These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

³ Definitions: OPM Proficiency Levels for technical competencies

² Courses not designed for HR practitioners are not included in the rankings.

1 = Awareness

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- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

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Advanced Suitability Adjudication

STAF9101D

2 Days

1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

To be admitted into this class, you must present:

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

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

Learning outcomes

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

Who should attend?

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

Understanding the Personnel Security Program

STAF8226A

2 Days

1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Government and industry personnel who are in the position of Facility Security Officers, Personnel Security Specialists, ISSM or ISSOs, Physical Security Specialists, COMSEC Custodians, and security generalists

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

Suitability Adjudication

STAF8101D

3 Days

1.8 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

To be admitted into this class, you must present:

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

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

Learning outcomes

- Designate the risk levels of positions within your agency
- Review character and conduct against suitability standards from 5 CFR 731
- Know what cases to refer to for suitability review and adjudication
- Use guidelines to adjudicate basic suitability determinations
- Know when to refer a case to the Office of Personnel Management (OPM) for debarment consideration or take your own suitability action
- Recognize merit fraud
- Understand OPM adjudications, how to refer cases to OPM for reopen, understand case transmittal forms and investigative file maintenance
- Know how to take action in suitability cases

Who should attend?

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

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Personnel Security Adjudication

STAF8215A

3 Days

1.8 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Federal government and contractor personnel performing adjudicative functions

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

Advanced Personnel Security Adjudication

STAF9201D

2 Days

1.8 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Adjudicators, investigators, and pre-screeners in security office environments, both government and industry.

Participants must have completed [Personnel Security Adjudication](#) (STAF8220D) and must be U.S. citizens.

Personnel Security and Suitability Adjudication

STAF8220D

4 Days

2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

Federal government and contractor personnel serving as adjudicators or performing adjudicative-type functions at all grade levels

Prerequisite: Attendees must be U.S. citizens.

Fundamentals of Conducting a Personnel Security Interview

STAF8203D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

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

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

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Employee Retirement



Mid-Career Retirement Planning (FERS Only Participants)

BENE8120A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Employees who anticipate retiring within the next ten years should take [Pre-Retirement Planning \(FERS Participants Only\)](#) (BENE7110D), or [Pre-Retirement Planning for Law Enforcement and Firefighters](#) (BENE721D).

Spouses are welcome to attend at no charge.

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Pre-Retirement Planning

BENE7102A 2 Days 1.2 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Spouses are welcome to attend at no charge.

Pre-Retirement Planning (CSRS Participants Only)

BENE7120A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Spouses are welcome to attend at no charge.

Pre-Retirement Planning for Law Enforcement and Firefighters

BENE7201A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Spouses are welcome to attend at no charge.

Pre-Retirement Planning (FERS Participants Only)

BENE7110A 2 Days 1.2 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Learning outcomes

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

Who should attend?

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

Spouses are welcome to attend at no charge.



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MICROSOFT SUITE APPLICATIONS

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- Microsoft Excel 2019: Advanced
- Microsoft Access 2019: Introduction
- Microsoft Access 2019: Intermediate
- Microsoft Access 2019: Advanced

Our courses are taught by instructors with real-world government experience, who deliver up-to-date course content that you can immediately apply on the job.



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Microsoft Excel 2019: Introduction

SPRD7166A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Microsoft® Excel® will help you calculate, analyze, organize and present data in ways that will help make you a valuable contributor to your organization's success. It also makes analytical tasks much easier to accomplish, and in far less time than pen-and-paper methods. This course provides you with a foundation for Excel knowledge and skills, which you can build upon to eventually become an expert in data manipulation.

Learning outcomes

Upon successful completion of this course, you will be able to create and develop Excel® worksheets and workbooks in order to work with and analyze the data that is critical to the success of your organization.

Who should attend?

This course is intended for students who wish to gain the foundational understanding of Microsoft Office Excel® 2019 that is necessary to create and work with electronic spreadsheets. This course covers Microsoft Office® Specialist Program exam objectives to help you prepare for the Excel Associate (Office 365® and Office 2019): Exam MO-200 and Excel® Expert (Office 365 and Office 2019): Exam MO-201 certifications.

This course presents information and skills that are appropriate for users of either the Office 2016 or Office 2019 desktop applications. However, the instructional environment for the delivery of this course utilizes Office 2016.

Microsoft Excel 2019: Intermediate

SPRD8166A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

The introductory Microsoft® Excel® course showed you how to perform simple calculations and how to modify your workbooks and worksheets to make them easier to read, interpret, and present to others. To gain a truly competitive edge, the ability to extract actionable organizational intelligence from your raw data is essential. When you have questions about your data, Excel is the tool to provide the answers for you.

Learning outcomes

You will be able to leverage the power of data analysis and presentation in order to make informed, intelligent organizational decisions.

- Work with functions.
- Work with lists.
- Analyze data.
- Visualize data with charts.
- Use PivotTables and PivotCharts.

Who should attend?

This course builds upon the foundational knowledge presented in the Microsoft Excel® 2019: Introduction course and will help start you down the road to creating advanced workbooks and worksheets that can help deepen your understanding of organizational intelligence. The ability to analyze massive amounts of data, extract actionable information from it, and present that information to decision makers is at the foundation of a successful organization that is able to compete at a high level.

This course covers Microsoft Office® Specialist Program exam objectives to help you prepare for the Excel Associate (Office 365 and Office 2019): Exam MO-200 and Excel® Expert (Office 365® and Office 2019): Exam MO-201 certifications.

This course presents information and skills that are appropriate for users of either the Office 2016 or Office 2019 desktop applications. However, the instructional environment for the delivery of this course utilizes Office 2016.

Microsoft Excel 2019: Data Analysis with Power Pivot

SPRD8200A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

In the age of big data, information is being collected all the time and for increasingly detailed transactions. This can lead to an overwhelming amount of data, which brings about a need for people who can analyze large amounts of data quickly. Fortunately, Excel provides Power Pivot to help you organize, manipulate, and report on your data in the best way possible. Since a tool is only as good as the person using it, it is important to gain a solid understanding of Power Pivot to maximize your effectiveness when analyzing data.

Learning outcomes

Upon successful completion of this course, you will be able to create and develop Excel® worksheets and workbooks in order to work with and analyze the data that is critical to the success of your organization.

- Learn how to use Power Pivot.
- Learn how to visualize Power Pivot data.
- Learn how to use advanced functions in Power Pivot

Who should attend?

Students taking this course are experienced Excel users who are seeking to advance their data-analysis capabilities by using Power Pivot..

This course presents information and skills that are appropriate for users of either the Office 2016 or Office 2019 desktop applications. However, the instructional environment for the delivery of this course utilizes Office 2016.

DIVE DEEP

**The more
you know,
the better
the outcome.**



Our **Certificate Programs**

provide long-term learning and the acquisition of both broad and specialized skills that will benefit you and your organization.

**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

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Microsoft Excel 2019: Advanced

ADMB7009A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Excel plays an important role in your professional life. By now, you are very familiar with Microsoft® Office Excel® 2019, its functions, formulas and its powerful data analysis tools. You are likely called upon to analyze and report on data frequently, work in collaboration with others to deliver actionable organizational intelligence, and keep and maintain workbooks for all manner of purposes. At your level, you need to know how to get Excel to do more for you so you can focus on staying ahead of the competition. That's exactly what this course aims to help you do.

Learning outcomes

- Work with multiple worksheets and workbooks.
- Share and protect workbooks.
- Automate workbook functionality.
- Use Lookup functions and formula auditing.
- Forecast data.
- Create sparklines and map data.

Who should attend?

This course builds upon the foundational and intermediate knowledge presented in the Microsoft® Office Excel® 2019: Introduction and Microsoft® Office Excel® 2019: Intermediate courses to help you get the most of your Excel experience. The ability to collaborate with colleagues, automate complex or repetitive tasks, and use conditional logic to construct and apply elaborate formulas and functions will put the full power of Excel right at your fingertips. The more you learn about how to get Excel to do the hard work for you, the more you'll be able to focus on getting the answers you need from the vast amounts of data your organization generates.

This course covers Microsoft Office® Specialist Program exam objectives to help you prepare for the Excel Associate (Office 365 and Office 2019): Exam MO-200 and Excel® Expert (Office 365® and Office 2019): Exam MO-201 certifications.

To ensure success, students should have practical, real-world experience creating and analyzing datasets using Excel 2019. Specific tasks students should be able to perform include: creating formulas and using Excel functions; creating, sorting, and filtering datasets and tables; presenting data by using basic charts; creating and working with PivotTables, slicers, and PivotCharts; and customizing the Excel environment. To meet these prerequisites, students can take the following, or should possess the equivalent skill level:

- Microsoft® Office Excel® 2019: Introduction
- Microsoft® Office Excel® 2019: Intermediate

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Microsoft Access 2019: Introduction

DBAS9175A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Any office professional knows that today, data is everywhere. Many job roles today involve the management of data and records within departments or divisions, and consequently the entire team is affected in some way by the need to access and manage data. A relational database application such as Microsoft® Office Access® is designed to help your organization with this task. This course, the first of a three-course series, covers the design and construction of an Access database—viewing, navigating, searching, and entering data in a database, as well as basic relational database design and creating simple tables, queries, forms, and reports.

This course covers Microsoft Office Specialist Program exam objectives to help you prepare for the Access Expert (Office 363 and Office 2019): Exam MO-500 certification.!

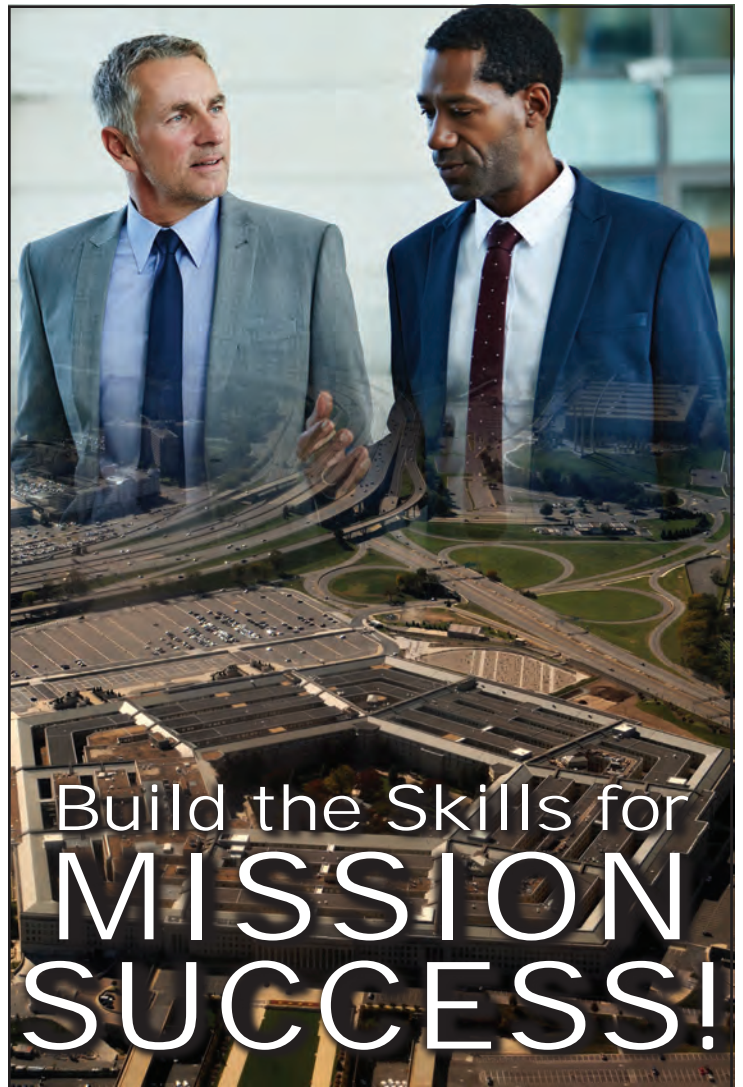
Learning outcomes

- Navigate within the Access application environment, create a simple database, and customize . Access configuration options.
- Organize and manage data stored within Access tables.
- Use queries to join, sort, and filter data from different tables.
- Use forms to make it easier to view, access, and input data.
- Create and format custom reports.

Who should attend?

This course is designed for students looking to establish a foundational understanding of Microsoft Office Access 2019, including the skills necessary to create a new database, construct data tables, design forms and reports, and create queries.

It is suggested that you have end-user skills with any current version of Windows, including being able to start programs, switch between programs, locate saved files, close programs, and use a browser to access websites.



Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

**For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.**

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Microsoft Access 2019: Intermediate

DBAS9176A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

If your Microsoft® Office Access® skills include basic database management, creating tables, designing forms, and building queries, Microsoft® Access® 2019: Intermediate is designed to take you to the next level in database creation. In this course you will expand your knowledge of relational database design; data validation; promote quality input from users; improve database efficiency and promote data integrity; and implement advanced features in tables, queries, forms, and reports. Extending your knowledge of Access will result in a robust, functional database for your users. This course is the second part of a three-course series that covers the skills needed to perform database design and development in Access 2019.

This course covers Microsoft Office Specialist Program exam objectives to help you prepare for the Access Expert (Office 363 and Office 2019): Exam MO-500 certification.

Learning outcomes

- Provide input validation features to promote the entry of quality data into a database.
- Organize a database for efficiency and performance, and to maintain data integrity.
- Improve the usability of Access tables.
- Create advanced queries to join and summarize data.
- Use advanced formatting and controls to improve form presentation.
- Use advanced formatting and calculated fields to improve reports.

Who should attend?

This course is designed for students who seek to gain intermediate-level skills, or individuals whose job responsibilities include constructing relational databases and developing tables, queries, forms, and reports in Microsoft Office Access 2019.

Prerequisites:

Successful completion of the Microsoft® Access® 2019: Introduction course. It is suggested that you have end-user skills with any current version of Windows, including being able to start programs, switch between programs, locate saved files, close programs, and use a browser to access websites.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Microsoft Access 2019: Advanced

DBAS9177A

4 Days

2.4 CEU



This course is available in

Virtual Instruction.

Click [here](#) for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

You've covered many of the basic and intermediate functions of Microsoft® Office Access®, and now you're ready to learn advanced Access features such as database management, advanced form design, packaging a database, encrypting a database, preparing a database for multiple-user access, and more. Knowledge of these features separate database professionals from the casual database users or occasional designers.

This course covers Microsoft Office Specialist Program exam objectives to help you prepare for the Access Expert (Office 363 and Office 2019): Exam MO-500 certification.

Learning outcomes

- Share data across applications.
- Use action, unmatched, and duplicate queries to manage data.
- Create complex reports and forms.
- Use macros to improve user interface design.
- Use VBA to extend database capabilities.
- Perform database management tasks such as backup, compacting, repairing, performance analysis, checking object dependencies, and documenting.
- Implement security strategies and distribute a database to multiple users.

Who should attend?

Students taking this course are database administrators or prospective database administrators who have experience working with Access 2019 and need to learn advanced skills.

Prerequisites:

To ensure your success in this course, you should have experience working with Access 2019, including a working knowledge of database design and creation, form design and creation, report design and creation, and a working knowledge of database querying and the various table relationships. You can obtain this level of skills and knowledge by taking the following courses:

- Microsoft® Office Access® 2019: Introduction
- Microsoft® Office Access® 2019: Interim

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

[Click here to send a message to our Business Development Team.](#)



www.graduateschool.edu/clm

CENTER FOR LEADERSHIP AND MANAGEMENT

The Center for Leadership and Management (CLM) believes that leaders exist, and can affect change, at *all* levels of an organization. Our long-term leadership and development programs support and advance this belief and have earned high praise from thousands who have attended since 1995.

CLM's programs focus on the tools, training, and support that public servants and managers need to thrive in today's challenging environment.

We use an integrated approach that includes assessment, experiential learning, and individual career development, with a focus on core competencies essential to effective leadership. Participants come away better prepared to meet the current demands of today's workforce and to lead others into the future.



The Programs

Each of the Center's four core training programs is tailored to public servants from the GS 4 to GS 15 levels, and state, local, non-profit and private sector employees of similar equivalence, and ranges in length from two months to one year. Programs have on-site components as well as requirements to complete outside classroom hours. Acceptance to programs is through an application process, whether direct (by an individual) or indirect (through an organizational training program).

- **Aspiring Leader Program**
(GS 4-6) – Two Months
- **New Leader Program**
(GS 7-11) – Six Months
- **Executive Leadership Program**
(GS 11-13) – Nine Months
- **Executive Potential Program**
(GS 13-15) – Twelve Months

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Aspiring Leader Program



Theme: Leadership Foundations

Participants: GS 4–6

The Aspiring Leader Program (ALP) provides individuals with a foundational understanding of leadership skills and competencies essential for individual and organizational success. This two-month program for entry-level and administrative employees is designed to prepare you for greater responsibility.

With a focus on the fundamental competencies of the Office of Personnel and Management Executive Core Qualifications framework, the Aspiring Leader Program (ALP) provides individuals with a foundational understanding of leadership skills and competencies essential for individual and organizational success.

ALP challenges participants to increase the capacity of their current skills and abilities. Participants engage in a variety of learning activities and planning efforts, which result in key learnings and practical applications.

For more information about the Aspiring Leader Program, please contact clm@graduateschool.edu or call the Center for Leadership and Management at (202) 314-3580.

Program Objectives

Target Audience: GS 4–6;

Duration: 2 Months

- Assess and identify current skills and competencies to improve performance.
- Develop a plan outlining individual career development goals.
- Identify barriers and strategies for overcoming challenges.
- Create a personal framework for practicing leadership.
- Build foundational leadership skills.



Program Components

Assessments

- True Colors®
- Brand Awareness

Core Competency-Based Training

- Fundamental leadership competencies
- Oral and written communication
- Interpersonal Skills
- Public Service Motivation
- Continual Learning
- Technology Skills
-

Benefits

- Garner organizational return on investment (ROI)
- Build fundamental leadership skills
- Improve written and oral communication
- Develop a plan for continual growth
- Learn from exposure to other organizations
- Gain a commitment to personal development

To Apply to the Program:

To submit an application, go to register.graduateschool.edu. Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

New Leader Program



Theme: Leading Self

Participants: GS 7–11

The New Leader Program is a six-month program designed to develop future public service leaders, with a heavy emphasis on self and team development.

Assessments, experiential learning, and individual development opportunities are integrated into a competency-based learning approach to effectively enhance core leadership competencies.

Participants benefit from a solid foundation of leadership skills and team building, enhanced by developmental experiences.

For more information about the New Leader Program, please contact clm@graduateschool.edu or call the Center for Leadership and Management at (202) 314-3580.

To Apply to the Program:

To submit an application, go to register.graduateschool.edu. Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

Program Objectives

Target Audience: GS 7–11; Duration: 6 Months

- Identify and assess individual developmental strengths and needs.
- Develop a Personal Development Action Plan.
- Enhance communication skills.
- Enhance organizational awareness, work performance, and career development.
- Demonstrate greater proficiency in leadership competencies.
- Experience opportunities to network with senior-level management and peers.

Program Components

Experiential Learning

- Personal Development Action Plan
- Leadership Readings
- Senior-Level Management Interviews
- Shadowing Assignment
- 30-Day Developmental Assignment
- Team Learning Project/Presentation

Assessments

- Leadership Effectiveness Inventory (LEI)
- Personality Type
- Conflict Management

Core Competency-Based Training

- Understanding, Managing, and Leading Self
- Team Learning
- Understanding, Managing, and Leading Self
- Team Building
- Accountability
- Communication Skills
- Diversity and Inclusion

Benefits

- Provides an organizational return on investment (ROI)
- Develops emerging leaders for management and leadership positions
- Enhances agency succession planning

Executive Leadership Program



Participants: GS 11–13

Experienced professionals who have little or no supervisory experience

The Executive Leadership Program is a nine-month leadership development program designed for mid-level employees seeking to enhance their competency in facilitating their organization's mission and critical goals. The ECQ of Leading People is the foundation of this program. Through a myriad of competency-based developmental activities, participants expand their knowledge and experience while increasing their visibility.

For more information about the Executive Leadership Program, please contact clm@graduateschool.edu or call the Center for Leadership and Management at (202) 314-3580.

To Apply to the Program:

To submit an application, go to register.graduateschool.edu. Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

Program Objectives

Target Audience: GS 11–13; Duration: 9 months

- Assess developmental strengths and needs in relation to the Executive Core Qualifications.
- Create a personalized leadership development plan.
- Engage in real-time practical learning applications.
- Prepare for leadership and management positions at an earlier career stage.

Program Components

Experiential Learning

- Leadership Development Plan
- 60-Day Developmental Assignment
- Executive Interviews
- Shadow Assignment
- Leadership Readings
- Community Service Project
- Learning Team Project

Assessments

- Leadership Effectiveness Inventory (LEI)
- Conflict Management/Styles
- Personality Type
- GSUSA 360° Assessment Tool

Core Competency-Based Training

- Leading teams
- Individual skill building for leadership success
- Leveraging Diversity
- Conflict Management
- Emotional Intelligence

Benefits

- Organizational return on investment (ROI)
- Increased external awareness/visibility
- Enhanced management effectiveness

Executive Potential Program



Participants: GS 13–15 Senior-level managers

The Executive Potential Program is a 12-month competency-based leadership development program that provides training and developmental experiences for high-potential GS 13–15s and prepares them to lead effectively at senior levels in the federal government. The curriculum is focused on the ECQ of Leading Change and transforming senior managers into change leaders.

For more information about the Executive Potential Program, please contact clm@graduateschool.edu or call the Center for Leadership and Management at (202) 314-3580.

To Apply to the Program:

To submit an application, go to register.graduateschool.edu. Select the desired program to view information and apply.

Before applying to the program, please check with your agency's program coordinator or training office to see if there is an internal competitive process.

Program Objectives:

Target Audience: GS 13–15; Duration: 12 months

- Prepare participants for senior leadership positions within the federal government.
- Assess and develop participants' aptitude and capabilities in relation to the Executive Core Qualifications through experiential training methods.
- Enable participants to work in tandem with federal agencies to identify and solve real organizational problems.
- Expose participants to leadership and management best practices of both governmental and non-governmental organizations.

Program Components

Experiential Learning

- Action Learning Team Project
- Two 60-Day Developmental Assignments
- Senior Executive Service (SES) Interviews
- Shadow Assignments
- Leadership Readings
- Retention of a Mentor

Core Competency-Based Training

- High Performing Teams
- Creative and Innovative Practices in Leadership
- Partnering
- Human Capital Management
- Financial Management

Assessments

- Leadership Effectiveness Inventory
- Change Readiness Survey

Benefits

- Identify and capitalize on individual strengths and broad networks
- Develop more effective leaders to better lead the organization
- Provide high return on investment for the organization

Senior Leadership Seminars



Are you a senior-level executive looking for training and developmental experiences that prepare you to lead at the highest levels? Our Senior Leadership Seminars bring together an array of courses that touch on the five key leadership competencies of Building Coalitions, Business Acumen, Leading People, Leading Change, and Results Driven. You can take each course separately or take all four over time to earn a special “Senior Leader” certificate. Courses included in the series include Leading People; Managing for Results; Executive Survival Skills; and the Washington Executive Seminar, a two-week, 80-hour course focused on Leadership in a Political World.

Program Objectives

Target Audience: GS 13–15; Location: Washington, DC, or at your location for groups of 15 or more

- Provides ECQ training for agency CDP programs
- Develops competencies essential for senior leadership positions

Washington Executive Seminar

EXEC9904L

10 days

6 CEU



This course is available in **In-person Instruction.**

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Focus on the Executive Core Qualification (ECQ): Building Coalitions, placing an emphasis on the competencies External Awareness, Political Savvy, Influencing/Negotiating, and Oral Communication.

In this two-week, non-residential program, participants engage in individual and group activities, exercises, simulations, and presentations. Washington Executive Seminar focuses on the political aspects of serving as a senior executive in the federal government. Faculty include former House staffers, political appointees, and senior executives from GAO, OMB, or other federal agencies.

Executive Survival Skills

EXEC9911A

3 days

1.8 CEU



This course is available in **Virtual Instruction.**

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Address the theoretical and practical leadership aspects essential for survival in today's changing environment. Examine how the leader's attitude, values, and beliefs influence organizational performance. Analyze your critical-thinking/decision-making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks, and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership.

Managing for Results

EXEC9913L

3 days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Today's federal leaders are expected to plan for and measure performance to demonstrate that the agencies and programs they manage are viable and achieving results. Learn strategies to achieve measurable performance gains in your organization. Explore organizational issues affecting performance measurement, the balanced scorecard, accountability, entrepreneurial approaches to improvement, and how to manage stakeholder expectations.

Leading People

EXEC9912A

3 days

1.8 CEU



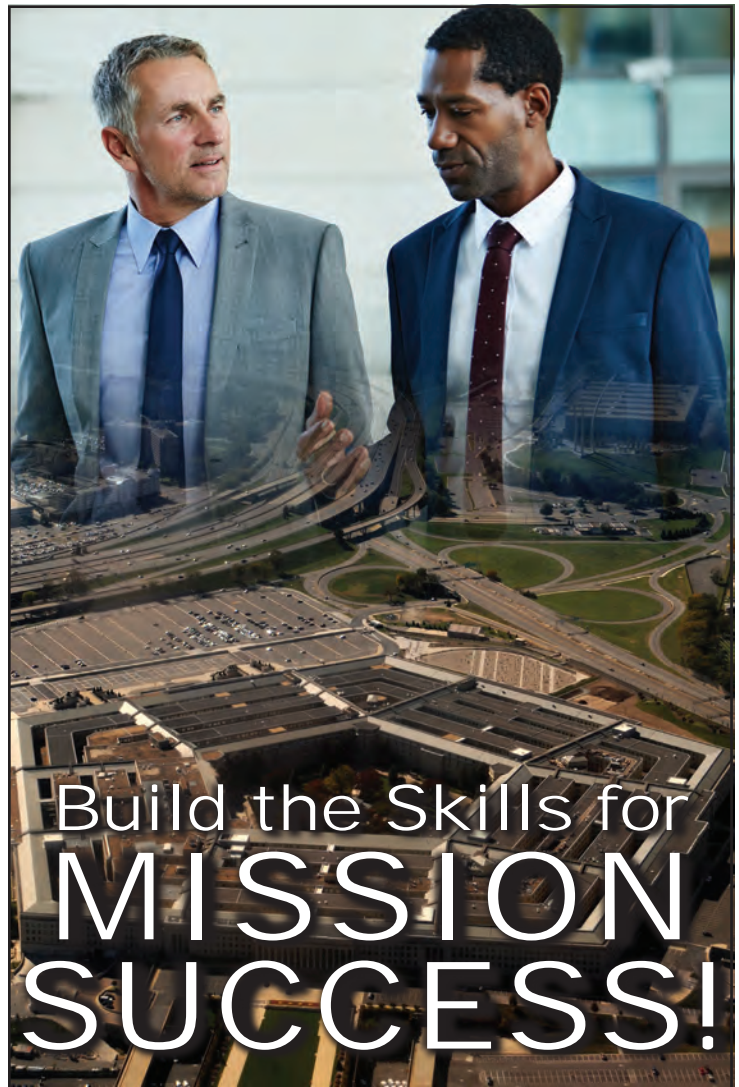
This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ): Leading People, and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Learn team leadership and how to create a "Culture of Greatness" through coaching and empowerment.



Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

For more information, visit
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or call 888.744.GRAD.

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Building Effective Organizational Relationships: A Supervisor's Rx

COMM8210A 2 Days 1.2 CEU \$899



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

While managing the organization's critical human resource and striving to meet the organization's goals are an integral part of the supervisor's job, one of the most important abilities each supervisor needs is knowing how to build quality relationships with those who work with and for them. This two-day course will introduce supervisors to the concepts of Social Intelligence and use the SOCIAL STYLES INVENTORY as a framework for learning how to improve your effectiveness as a supervisor in building, managing, and sustaining quality relationships in the workplace.

Who should attend?

Supervisors, team leaders, and managers who want to enhance their relationships with their subordinates, superiors, and peers

Learning outcomes

- Build Awareness of Social Styles and understand your Social Style
- Relationships and communication
- Learn the relevance and power of the Psychological Contract that exists in social relationships, especially with one's employees
- Improve personal and operational relationships with subordinates, peers and superiors
- Enhance your skill in giving and receiving feedback

Building Effective Organizational Relationships: An Employee's Rx

COMM7210A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

In today's work world, workers encounter many challenges. Perhaps no challenge is greater than building, managing, and sustaining quality relationships with coworkers and supervisors. To be successful, one must understand what is involved in building and managing relationships. This two-day course will introduce you to the SOCIAL STYLES INVENTORY and concepts of Social Intelligence. It explores ways of using your social style and social intelligence to build quality relationships and help you become even more skilled in building quality relationships in the workplace.

Who should attend?

Any individual who wants to improve their relationship with peers, team members, supervisors, and others

learning outcomes

- Build Awareness of Social Styles and understand your Social Style
- Develop an understanding of ways to use Social Style to enhance your relationships/ communications with others
- Learn the relevance and power of the Psychological Contract that exists in social relationships, especially with one's supervisor
- Improve personal and operational relationships with subordinates, peers, and superiors
- Enhance your skill in giving and receiving feedback

Emotionally Intelligent Leaders

LEAD8007A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Grants Management and Manager Program.
Click here for more information.

Effective leaders come in all shapes and sizes, but a common characteristic is a high degree of what psychologists call "emotional intelligence." Research indicates that not only is emotional intelligence more important than technical skills or traditional cognitive skills in shaping leadership effectiveness, but an organization's success is directly related to the emotional intelligence level of its leaders. As the working environment continues to change, emotional intelligence skills become increasingly important in determining who succeeds and who fails. Learn how to assess, develop, and apply the emotionally intelligent competencies required for a leadership position.

Who should attend?

Team leaders, supervisors, managers, and professionals in influential positions

The Leadership Challenge®

LEAD8010L

2 Days

1.2 CPE



This course is available in
In-person Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

"Leadership is about how leaders mobilize others to want to get extraordinary things done." Jim Kouzes and Barry Posner

The Leadership Challenge® is the solution for you if you want to become the very best leader in every aspect of your life. Discuss practices leaders use to transform values into actions, visions into realities, obstacles into innovations, and risks into rewards. Based on the research of award-winning, and best-selling authors Jim Kouzes and Barry Posner, learn the Five Best Practices of Exemplary Leadership identified through their research. Explore how you can go places you have never been and take others with you in the future.

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

CORE COMPETENCIES FOR LEADERS AND MANAGERS

Graduate School USA wants to help you select the appropriate courses to enable you to achieve your professional development goals.

Whether you need certifications, leadership development, negotiation skills, or other tools to enhance your professional growth, we have the curriculum, staff, and depth of experience to help you advance your career.

We have identified competencies that can help you tackle current challenges in government management and leadership that will enhance the skill sets of government professionals who are in leadership, or aspire for leadership roles in their organizations.

Core Competencies for Leaders and Managers	Continual Learning	Creativity/Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility	Financial Management	HR Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Developing Others
	Mentoring Skills (MGMT7006D)				■														■									■
	Negotiating Techniques (MGMT9104D)					■			■		■											■		■				
	The Power of Influence over Authority (MGMT7120D)	■		■	■				■	■					■		■					■	■			■		
	Preparing to Lead in the 21st Century (MGMT9020D) self-paced		■	■	■			■	■			■	■			■		■				■						■
	Strategic Planning for Government Organizations (MGMT9200D)				■	■	■						■															■
	Washington Executive Seminar (Senior Level Seminar) (EXEC9904L)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Writing ECQ Statements (EXEC9100L)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Center for Leadership and Management																												
Aspiring Leader Program (LEAD7210L)	■	■		■	■	■			■	■	■	■	■	■	■		■	■				■	■	■		■	■	■
New Leader Program (NLED7300L)	■	■	■	■	■	■			■	■	■	■	■	■	■	■	■	■				■	■	■	■	■	■	■
Executive Leadership Program (ELPG9000L)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Executive Potential Program (EPPG8400L)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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Core Competencies for Leaders and Managers	Continual Learning	Creativity/Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility	Financial Management	HR Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Developing Others
Building Effective Organizational Relationships: An Employee's Rx (COMM7210D)	■	■		■								■	■	■			■					■				■		
Building Effective Organizational Relationships: An Supervisors Rx (COMM8210D)	■	■		■								■	■	■			■					■				■		
Coaching Skills for Today's Leaders (SUPV7019D)		■		■	■		■															■	■			■		■
Decision Making and Problem Solving (MGMT8102D)	■			■	■					■		■	■		■		■						■	■	■			
Emotionally Intelligent Leaders (LEAD8007L)		■	■	■	■				■	■	■	■								■		■	■		■	■		■
Executive Survival Skills (SES tools) (EXEC9911L)	■	■	■	■	■	■	■	■	■	■	■	■							■	■	■							■
Facilitator Workshop (TDEV8120D)			■					■							■					■	■							
From Peer to Leader: Successfully Navigating the Transition (MGMT7125D)	■			■	■				■	■	■	■	■				■					■	■	■	■			■
Introduction to Management (MGMT7099D)		■						■				■								■		■			■			
Introduction to Supervision (SUPV7001D)					■					■	■			■						■			■					■
Jump Starting High-Performance Teams: The Fundamentals (TDEV7021D)												■					■											
Leadership Essentials (MGMT7020D)							■	■			■					■		■					■			■	■	■
Leadership Skills for Non-Supervisors (ADMB7006D)	■	■	■	■			■	■	■	■	■	■	■	■		■	■		■		■	■	■	■	■			
Leading Change (MGMT7201D)		■		■	■		■															■	■			■		■
Leading People (SES tools) (EXEC9912L)							■	■	■	■										■	■	■	■	■	■			
Leading Teams and Groups (TDEV8200D)			■	■			■													■								
Managing a Virtual Workforce (MGMT9013D)			■	■	■	■			■	■		■	■	■	■		■	■		■		■	■		■			■
Managing for Results (EXEC9913L)	■	■	■	■	■	■	■	■					■	■	■	■	■	■	■	■	■							■

EXECUTIVE CORE QUALIFICATIONS

The Center for Leadership and Management utilizes the Executive Core Qualifications framework of the Office of Personnel Management as a foundation for its leadership programs.

LEADING CHANGE	LEADING PEOPLE	RESULTS DRIVEN	BUSINESS ACUMEN	BUILDING COALITIONS
Creativity and Innovation	Conflict Management	Accountability	Financial Management	Partnering
External Awareness	Leveraging Diversity	Customer Service	Human Capital Management	Political Savvy
Flexibility	Developing Others	Decisiveness	Technology Management	Influencing/ Negotiating
Resilience	Team Building	Problem Solving		
Strategic Thinking		Technical Credibility		
Vision				

Fundamental Competencies: These competencies are the foundation for success in each of the Executive Core Qualifications:

- Interpersonal Skills
- Oral Communication
- Continual Learning
- Written Communications
- Integrity/Honesty
- Public Service Motivation

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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www.graduateschool.edu/lm

LEADERSHIP AND MANAGEMENT

Now more than ever, when budgets are tight and change is a constant, good leadership is vital to the health of your organization — at every level of responsibility. At Graduate School USA, we know that your organization's strong performance can only be preceded by effective preparation. Our leadership and management curriculum is designed to prepare you to fulfill your potential while strengthening both your individual and organizational performance.

Producing High-Performing Leaders

Qualified and competent leaders and managers are needed at all levels of government. Graduate School USA is committed to remaining an effective partner in assuring the health of government in its role of public service. Our courses are curated to meet the needs of leaders and managers today, so they can produce results tomorrow.

Practical Training Tied to Core Competencies

Many of our courses are suitable for individuals at various levels. By providing practices, knowledge, principles, and skills that integrate a range of approaches, these courses help individuals and organizations to achieve a higher level of performance.

Among the curriculum offerings are leadership seminars, competency-based learning applications, and a wide variety of training that assists a spectrum of learners, from those who wish to enhance their career development to those managers who wish to prepare for the Senior Executive Service.



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Certificates in Leadership, Supervision, and Management

Given the challenges facing government — increased accountability, changing laws and regulations, tighter budgets — the demand for skilled leaders is greater than ever. Graduate School USA's Certificates of Accomplishment in Leadership, Supervision, and Management provide the education and foundation to develop individuals who are critical to the successful operation of the public sector.

For more information or to register, visit www.graduateschool.edu/certificates or call (888) 744-GRAD.



Team Leader Certificate Program

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

Required Courses

Course Title	Course Code	CPE
Leadership Skills for Non-Supervisors	ADMB7006D	1.2 CEU
From Peer to Leader: Successfully Navigating the Transition	MGMT7125D	0.6 CEU
Jump-Starting High-Performing Teams	TDEV7021A	1.2CEU
Leading Teams and Groups	TDEV8200A	1.8 CEU
Coaching Skills for Today's Leaders	MGMT9002D	0.6 CEU

Elective Courses (Select 2)

Course Title	Course Code	CPE
The Power of Influence Over Authority	MGMT7120A	0.6 CEU
Principles for Managing Projects	PGMT7012A	1.8 CEU
Facilitator Workshop	TDEV8120A	2.4 CEU
Fundamentals of Writing	WRIT7010A	1.8 CEU

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Supervision Certificate Program

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

Required Courses

Course Title	Course Code	CPE
Introduction to Supervision	SUPV7001A	3.0 CEU
Federal Human Resources Management for Supervision and Managers	PMGT7102A	3.0 CEU
Constructive Conflict Resolution	COMM7004A	1.8 CEU
Coaching Skills for Today's Leaders	MGMT9002A	0.6 CEU
Decision Making and Problem Solving	MGMT8102A	1.2 CEU

Elective Courses (Select 2)

Course Title	Course Code	CPE
Writing for Results	WRIT7110A	1.2 CEU
Managing A Virtual Workforce	MGMT9013A	0.3 CEU
Leadership Communication	MGMT8112A	1.2 CEU

Manager Certificate Program

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

Required Courses

Course Title	Course Code	CPE
Introduction to Management	MGMT7099A	3.0 CEU
Emotionally Intelligent Leaders	LEAD8007L	1.2 CEU
Introduction to Financial Management	FINC70000A	24 CEU
Strategic Human Capital Management	PMGT7015A	1.2 CEU

Elective Courses (Select 2)

Course Title	Course Code	CPE
Executive View of Project Management	PROJ9003A	0.6 CEU
EEO for Supervisions and Managers	EEOP8101A	1.2 CEU

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Essential Survival Skills for Supervisors and Managers



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Critical Thinking

ADMB8146A

2 Days

1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

All individuals who want to improve their ability to solve complex problems and increase their professional and personal effectiveness

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Facilitator Workshop

TDEV8120A 4 Days 2.4 CPE



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program Team Leader.

Click here for more information.

Keep meetings, group discussions and other activities organized and on schedule. Develop your own style of facilitation by learning group dynamics, strategic management of decision making, and problem solving. Discover time-tested techniques for managing conflict, methods of intervention, and effective listening and feedback.

Who should attend?

Team leaders, supervisors, managers, and professionals in influential positions

From Peer to Leader: Successfully Navigating the Transition

MGMT7125A 1 Day 0.6 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the

DoD Financial Management Certification Program.

Click here for more information.



This course is part of the

Certificate Program in Team Leader.

Click here for more information.

Address the changing relationship dynamics inherent in supervising former peers and learn specific techniques and strategies for success. Learn to develop new, appropriate relationships with former peers, establish new guidelines and rules of engagement, and leverage previous relationships. Build and cultivate a new network of workplace peers to ensure success.

Who should attend?

New team leaders and team members seeking leadership opportunities

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Introduction To Management

MGMT7099A

5 Days

3 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in the Manager Program.
Click here for more information.

Cross the threshold into a key government position with the knowledge acquired in this comprehensive training for new and prospective managers. Learn about the four seemingly daunting challenges managers face and explore, through a variety of experiential and developmental tools, how to handle them. Learn exciting concepts such as the Pygmalion effect; the CTEC (characterize, target, evaluate, and celebrate) coaching process; the discipline of reflection; the Trump vs. Gandhi power model; and the art of persuasion. OPM's leadership competencies are at the heart of this course, and a detailed self-assessment is provided to guide you on the path of further development.

Who should attend?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

Introduction to Supervision

SUPV7001A

5 Days

13 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Federal Human Resources Management and the Supervisor Program.
Click here for more information.

Learn solid supervisory techniques in our flagship course. Discover strategies to supervise employees while exploring the latest trends in the federal workforce. Learn the basics of coaching, delegation, communication, and motivation, and discover the necessary ingredients to understand your new role.

Who should attend?

New supervisors, managers, or team leaders, and also participants in supervisory development programs. Experienced supervisors can also update their leadership competencies. New managers should take [Introduction to Management](#) (MGMT7099D).

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Jump Starting High-Performing Teams: The Fundamentals

TDEV7021A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Program and Management Analysis.**
Click here for more information.

Learn the essential skills for establishing healthy group dynamics and developing a strong team. Whether you are a team leader or team member, gain the skills necessary for effective team performance in this highly interactive course. Bring this course on-site to train your entire team cost effectively.

Who should attend?

New team leaders and team members seeking leadership opportunities

Leading Change

MGMT7201A 5 Days 3 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
**DoD Financial Management
Certification Program.**
Click here for more information.

Gain the knowledge and skills you need to help shape the future of your organization. Explore various tools for understanding and facilitating change, and strategies for managing and shaping change. Discover the endless possibilities for exercising true leadership.

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Leadership Communication

MGMT8112A 2 Days 1.2 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in the Supervisor Program.
Click here for more information.

Become the leader whom people want to follow. Focus on one of the most crucial competencies of a good collaborative leader: strong communication. Learn to connect with people to build trust and loyalty, and how to use emotional intelligence to build rapport; learn how to bridge and leverage cultural and generational distances; and how to use these skills to reach consensus, build teams, and develop better workers.

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders and professionals in influential positions

Leadership Essentials

MGMT7020A 3 Days 1.8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Unlock your ability to lead effectively with this in-depth course. Learn the difference between leading and managing; explore proven techniques for communicating effectively; think strategically; and move from a reactive environment to a proactive one.

Who should attend?

Supervisors, managers, branch chiefs, division heads, and professionals in influential positions

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Customer Service Excellence

ADMB7003A 2 Days 1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in

Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

Anyone working directly with internal or external customers

Coaching Skills for Today’s Leaders

MGMT9002A 1 Day 0.6 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.



This course is part of the

Certificate Program in Supervision and Team Leader.

Click here for more information.

Coaching is an essential skill for leaders at all levels. Learn to develop productive employees and build effective teams. Review various coaching methods to motivate others, capitalize on their strengths, and build trust that will foster growth. Learn how to give constructive feedback, maximize coaching opportunities, and avoid common pitfalls.

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Leading Teams and Groups

TDEV8200A

3 Days

3 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Team Leader, Project Management, and Human Resources Management.
Click here for more information.

Acquire the knowledge and best practices you need to be an outstanding team/group leader. Bring your team/group to a higher level by confidently managing tasks and motivating members to be the best they can be.

Who should attend?

Managers and leaders of task forces, teams, or work groups. This course is also ideal for anyone who is responsible for building and facilitating teams.

Leadership Skills for Non-Supervisors

ADMB7006A

3 Days

3 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Team Leader, Project Management, and Human Resources Management.
Click here for more information.

Gain the respect and support of others by learning essential leadership skills. Master handling different personality types; delegating effectively; overcoming conflict without making enemies; and building stronger, more successful, teams.

Who should attend?

Individuals who lead others, office coordinators, and other non-supervisory employees who want to improve their leadership skills. New supervisors should take [Introduction to Supervision](#) (SUPV7001D).

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

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Managing Employee Trust

SUPV7089A

1 Day

0.6 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Increase the effectiveness and efficiency of your team by building trust. Statistical research documents that trust drives about two-thirds of organizational performance. Participants will complete a survey entitled “Organizational Communications,” enabling them to identify trust shortfalls at their agency. Based on learning during the course, participants will formulate a specific plan to enhance agency trust and performance. This plan will include actions the participant directly controls, as well as persuading other leaders to work at building trust and enhancing agency productivity.

Who should attend?

Team leaders, supervisors, managers, and professionals in influential positions

Managing A Virtual Workforce

MGMT9013A

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Supervision.
Click here for more information.

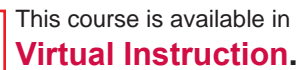
Many of today’s supervisors and managers must manage a workforce of teleworkers, contractors, remote team members and others they do not see on a daily basis. Contingency planning requires the ability to continue managing when employees can no longer use the office. Learn how to manage remote workers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

Who should attend?

Team leaders, supervisors, managers, and professionals in influential positions

A man in a brown suit and white shirt is standing and pointing at a whiteboard. The whiteboard contains several hand-drawn diagrams: a pie chart with segments labeled '10%', '20%', and '30%', a smaller pie chart labeled 'x2', a 3x3 grid with '00' in the bottom right, and a line graph labeled '10%'. Two people are seated at a wooden table in the foreground, looking at the whiteboard. The setting is a modern office with large windows and a hanging lamp.

1.2 CEU



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

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Decision Making and Problem Solving

MGMT8102D 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.

Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions. You increase your productivity and gain confidence as you learn a variety of decision-making strategies and how to resolve problems constructively.

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

Managing Multiple Priorities

ADMB7007D 1 Day 0.6 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Negotiating Techniques

MGMT914D

2 Days

1.2 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the
DoD Financial Management Certification Program.
Click here for more information.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

Learn to create win-win situations and improve work relationships with colleagues, employees, customers, and others. Focus on issues of negotiation, including using multiple strategies; applying the no-fault formula; interest-based methods; and empathy in the negotiation process.

Who should attend?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

Office Management

ADMB7009D

3 Days

1.8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

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

Overview of Project Management

PROJ7020D

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This course provides a broad overview of project management using a standardized methodology, focusing on how to coordinate the most common (and useful) project deliverables. In this course, participants will learn how to approach tasks, armed with an understanding of project management and its consistent processes. They will become familiar with a standardized approach to project management and create common project management deliverables throughout the project life cycle.

Learning outcomes

- Discuss the value of project management
- Describe common project management terms and concepts
- Create useful project management deliverables
- Use project management tools to manage project stakeholders

Who should attend?

- Individuals seeking a high-level, general understanding of project management
- Individuals working on project teams, or leading project teams
- Individuals seeking Professional Development Units
- Individuals seeking a comprehensive review of the PMI framework

DIVE DEEP

**The more
you know,
the better
the outcome.**



Our **Certificate Programs**

provide long-term learning and the acquisition of both broad and specialized skills that will benefit you and your organization.

**To Be Ready,
Get Ready.**

GSUSA Certificate Programs

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Principles for Managing Projects

PGMT7012D 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This engaging introductory course is ideal for those seeking to understand the principles of managing projects in a professional setting. Participants discuss critical concepts in the life cycle of a project, examine the importance of different project roles, apply core project management tools using a working project, discuss effective ways to identify and manage key stakeholders, and more. Participants depart with a straightforward framework to effectively manage projects and key skills to support project success.

Learning outcomes

- Describe general project management concepts and terminology
- Identify key project team roles and responsibilities
- Describe the importance of proper tracking to meet project commitments
- Apply basic project management tools and techniques

Who should attend?

Office professionals seeking a general understanding of project management tools and techniques; individuals who manage small, informal projects and seek a simple process/methodology to follow; employees who are periodically assigned to work on project teams

Preparing to Lead in the 21st Century

MGMT9020D Up to 6 months to complete 1.2 CPE



This course is available in
Self-paced Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.



This course is part of the
Certificate Program in Project Management.

Click here for more information.

Gain a fundamental understanding of leadership and an increased awareness of your own leadership capacities. Receive opportunities to experience personal leadership while building skills in self-awareness and critical thinking. Discover how to integrate a leadership mind-set into your everyday activities and how to approach situations in a collaborative and self-directed manner.

Who should attend?

New managers, participants in management development programs, current supervisors, and prospective managers interested in developing strong management knowledge and skills

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Planning, Managing and Problem Solving



www.graduateschool.edu/lm

Strategic Planning for Government Organizations

MGMT9200A

3 Days

1.8 CPE



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Use strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation, and practical guidance to create a solid framework to meet your organization's challenges. Discover how to develop and use mission statements, strategic plans, and performance plans to achieve measurable results. Bridge the gap between strategic planning and the budget process and learn how the management scorecard is linked to GPRA

Who should attend?

Supervisors, managers, branch chiefs, division heads, team leaders, and professionals in influential positions

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The Power of Influence over Authority

MGMT7120A 1 Day 0.6 CEU



This course is available in **Virtual Instruction.**

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course applies towards completion of the **DoD Financial Management Certification Program.**
Click here for more information.



This course is part of the **Certificate Program in Team Leader**
Click here for more information.

Great leaders leverage their power and authority to influence others. While authority and power may lead to compliance, a more powerful force, influence, leads to commitment. Discover the key elements associated with influencing others: the strategic use of power; motivating your employees; and building and nurturing trust.

Who should attend?

New team leaders and team members seeking leadership opportunities

Time Management

ADMB7028A 3 Days 1.8 CEU



This course is available in **Virtual Instruction.**

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is available in **Self-paced Instruction.**

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

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

Who should attend?

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

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.



www.graduateschool.edu/PPM

PERSONAL PROPERTY MANAGEMENT

Graduate School USA's personal property management curriculum consists of four courses on accountability and management that lead to a Certificate of Accomplishment in Personal Property Management.

Courses describe the roles and responsibilities of property officials to develop and implement effective methods for controlling and accounting for personal property throughout its life cycle

This curriculum reviews the entire life cycle of property — from acquisition to utilization to disposal — and the application of relevant policies and regulations.



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Certificate in Personal Property Management

Graduate School USA's Certificate of Accomplishment in Personal Property Management covers life-cycle federal property management, allowing the participant to see the whole process instead of isolated procedures.

Designed for staff in logistics, supply, acquisition, inventory management, and property utilization and disposal positions, this program provides a solid foundation of knowledge and skills, including team-based approaches for personal property management. Participants receive a solid foundation in the planning, control, use, and disposal of an organization's assets and understand how the property management function interacts with users, acquisition, and finance.



Required Courses:

Course Title	Course Code	Credits
Property Accountability: The Life Cycle	PROP7112A	2.4 CEU
Property Management for Custodial Officers	PROP7103A	1.2 CEU
Warehousing, Operations and Disposal	PROP7001A	2.4 CEU

Elective Courses: (Complete a total of three courses.)

Program and Management Analysis Courses: (Complete one course.)

Course Title	Course Code	Credits
Introduction to Financial Management	FINC7000A	24 CEU
Management Analysis: Overview	PGMT7000A	2.4 CEU
Project Management Essentials	PGMT7007A	2.4 CEU

Writing Courses: (Complete one course.)

Course Title	Course Code	Credits
Clear Writing Through Critical Thinking	WRIT7100A	1.8 CEU
Fundamentals of Writing	WRIT7010A	1.8 CEU

Acquisition Courses: (Complete one course.)

Course Title	Course Code	Credits
Contracting Basics for CORs	ACQI7503A	24 CPE
Shaping Smart Business Arrangements	ACQI7501A	40 CPE
Simplified Acquisition Procedures	ACQI7506A	40 CPE

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Planning, Managing and Controlling a Personal Property Inventory

PROP7013A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Explore the basic principles and concepts of the personal property management life cycle including property acquisition, receipt, control, reutilization and disposal. Discuss and apply the principles of project management to plan a personal property inventory. Develop cost, schedule, quality, stakeholder and communications plans resulting in inventories being completed on time, on cost and on mission.

Learning outcomes

- Explain the principals of federal personal property
- Describe the basic elements of project management
- Apply the principles of project management to a personal property inventory
- Define the scope of an inventory
- Create a plan for conducting the property inventory including time and resource estimates
- Conduct a property inventory
- Manage the property inventory by monitoring performance and making necessary adjustments
- Apply "lessons learned" to future property inventories

Who should attend?

All those involved in the acquisition and management of personal property who need to learn how to apply the principles of project management when conducting physical inventories to improve the effectiveness of their personal property's performance

Property Accountability: The Life Cycle

PROP7112A

4 Days

2.4 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

Learn how to apply laws and regulations to realistic problems in life-cycle management. Focus on acquisition; accountability, including inventory management, redistribution and reconciliation; and disposal of property. Develop effective team-based skills for managing and leading life-cycle property management operations.

Learning outcomes

- Select life-cycle management to personal property
- Describe factors for determining the need for equipment
- State supply sources and the acquisition process
- Discuss specific responsibilities of property managers in the accountability phase
- Discuss the inventory management functions of the accountability phase
- Summarize situations that require disposal of property
- Explain the methods, time frames, and responsibilities for disposal

Who should attend?

Managers of personal property and facilities; administrators of property provided to contractors; those who need to apply law to real problems in life-cycle management; those responsible for all or part of life-cycle management; and those needing to know about the acquisition process, accountability and the disposal process

Property Management for Custodial Officers

PROP7103A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

Gain a comprehensive overview of the day-to-day management of personal property. Lectures, discussions and class exercises cover the administrative and regulatory aspects of a property management program, terminology and the processes of determination of need, acquisition, accountability, inventory, control and disposal at the user level. Discussions center on the working environment and communications among the custodial officer, the accountable officer and the resource managers.

Learning outcomes

- Identify the stakeholders in personal property and their relationship with key laws, rules and regulations
- Describe the key functions of department and agency property management officials including custodial officers
- Define key property management terms
- Explain the key activities and their relationship within the property management life cycle

Who should attend?

All designated or soon-to-be-designated property custodians; personnel at the user level, collateral property managers or property custodial officers; anyone seeking a basic procedure course on personal property management responsibilities; and those who need to be able to coordinate, keep records, maintain inventory, and serve as a conduit between program and property functions

Warehousing, Operations and Disposal

PROP7001A 4 Days 2.39 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Personal Property Management.
Click here for more information.

Learn about basic storage and warehousing of materials, supplies, furnishings and equipment used in federal agencies. Become proficient as a warehousing manager and as a member of the property management team for the life-cycle management of personal property. Receive valuable information on the complex responsibility of warehousing, inventory management and the disposal process.

Learning outcomes

- Describe accountability in the receiving process
- Explain how to receive hazardous materials
- Differentiate among the various aspects of warehousing, including utilization of space, locator systems and materials handling equipment (MHE)
- Define storage management, including types of storage, space requirements, floor plans and layout, and storage aids and accessories
- Summarize the importance of security in inventory management

Who should attend?

Anyone concerned with receipt, storage and shipping operations; those involved in warehouse safety practices and regulations, and security; those who need to know about the interface of inventory management and storage; those concerned with the use of materials handling equipment; those who need to know how to implement a space utilization design, and a storage locator and retrieval system



www.graduateschool.edu/PM

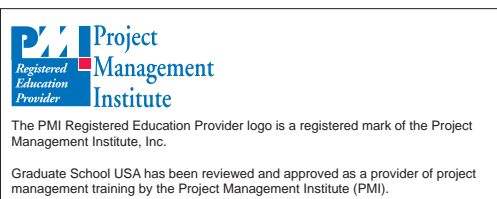
PROJECT MANAGEMENT

Graduate School USA's Project Management training provides core knowledge and instruction to complement your work experience, and position you for career success. Our classes provide hands-on, practical experience, and demonstrate the most prevalent project management tools, techniques, and concepts. Partner with us to accomplish your project management goals.

Maintain your certification at Graduate School USA.

Once you earn a certification from Project Management Institute (PMI), you are required to remain relevant in the field by earning Professional Development Units (PDUs). Most Graduate School USA project management courses provide PDUs.

Graduate School USA is positioned to help you maintain your PMI certification. We offer multiple continuing education courses to develop your professional skills in all three areas of the PMI Talent Triangle™: Technical Project Management, Leadership, and Strategic and Business Management.



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Graduate School USA offers a variety of project management courses for different audiences. We have a course for you.

Project Management Audience

If you desire a broad, high-level understanding of project management.

If you manage small or informal projects, and seek a general process/methodology to follow

If you work on project teams, lead projects, or desire to develop formal project management skills

If you desire to attain a PMP® or CAPM® certification from PMI®

If you currently have a PMI® certification and seek professional development units (PDU's)

Solution

Overview of Project Management (PROJ2020)

Principles for Managing Projects (PGMT7012)

Certificate of Accomplishment in Project Management (six courses)

Path to Certification

- Introduction to Agile Project Management (PROJ7010)
- Introduction to Microsoft Project 2016 (PROJ8990)
- Project Leadership (PROJ8010)
- and many more courses...

Most of our project management courses can serve as a refresher and provide PDUs.

Path to Certification

One of the most popular certifications in the field of project management is the Project Management Professional (PMP®) certification. Governments and industries around the world recognize the competence of the PMP®. Graduate School USA can help you fulfill the education requirements for the PMP® certification and the Certified Associate in Project Management (CAPM®) certification.

So, if your career goals include a PMP® or a CAPM® certification from PMI, consider our “Path to Certification” track of courses.

Project Management Essentials



Scope, Quality & Risk Management



Schedule, Cost & Resource Management



Stakeholder & Communications Management



Project Leadership



Introduction to Agile Project Management



Introduction to Microsoft Project



Planning for the PMP Exam

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Certificate in Project Management

The demand for leaders and professionals to be equipped with effective project management skills and knowledge continues to grow. Graduate School USA's Project Management courses are designed to provide hands-on skills and practical knowledge. Our Certificate of Accomplishment in Project Management is a series of six courses that teach project management according to the PMI standard. The certificate is appropriate for those pursuing a certification from Project Management Institute, as well as those who are seeking to build comprehensive project management skills.



Take advantage of our Project Management Fast Track Scheduling!

At certain times each year, we strategically schedule the six different courses for the project management certificate back to back, over a two week period.

This tactic is known as our fast track scheduling because it allows you to complete your certificate in as little as two weeks! See the Graduate School USA website for upcoming Fast Track dates.

Core Courses: (Four required courses)

Course Title	Course Code	Day(s)	Credits
Project Management Essentials	PGMT7007A	3	1.8 CEU
Schedule, Cost & Resource Management	PROJ9200A	2	1.2 CEU
Scope, Quality & Risk Management	PROJ9210A	2	1.2 CEU
Project Leadership	PGMT8010A	1	0.6 CEU

Elective Courses: (Select two courses.)

Course Title	Course Code	Day(s)	Credits
Stakeholder & Communications Management	PROJ9215A	1	0.6 CEU
Introduction to Agile Project Management	PROJ7010A	1	0.6 CEU
Introduction to MicroSoft Project 2016	PROJ8990T	2	1.2 CEU

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Principles for Managing Projects

PGMT7012A

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This introductory course is ideal for those new to project management and seeking to understand how to manage a project. No formal methodology is employed in this course. However participants learn proven project management tools and techniques to manage simple projects.

Learning outcomes

- Describe general project management concepts and terminology
- Identify key project team roles and responsibilities
- Describe the importance of proper tracking to meet project commitments
- Apply basic project management tools and techniques

Who should attend?

- Office professionals seeking a general understanding of fundamental project management tools and techniques
- Individuals who manage small, informal projects and seek a simple process/methodology to follow
- Employees who are periodically assigned to work on project teams

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Overview of Project Management

PROJ7020A

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

This course provides a very high level and broad overview of project management for those who may not actively manage projects but want to become more familiar with the discipline. Participants discuss key tasks, create common project management deliverables and establish expectations for the lifecycle of a project.

Learning outcomes

- Discuss the value of project management
- Describe common project management terms and concepts
- Create useful project management deliverables
- Use project management tools to manage project stakeholders

Who should attend?

- Individuals seeking a high-level, general understanding of project management
- Individuals working on project teams, or leading project teams
- Individuals seeking Professional Development Units
- Individuals seeking a comprehensive review of the PMI framework

Professional Development Units (PDUs)

0.5	Leadership
5.0	Technical Project Management
0.5	Strategic and Business Management

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Project Management Essentials

PGMT7007A

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

This engaging course teaches project management based on the Project Management Institute's Guide to the Project Management Body of Knowledge (PMBOK® Guide) and the PMI Standard. Using this standardized approach to project management, participants manage a project from initiation to closing. This course is the first course in the Certificate of Accomplishment in Project Management and offers a thorough overview of project management.

Participants develop key project deliverables, including a project charter; stakeholder analysis; risk register; scope, quality and requirements documents; project estimates; and project change control deliverables, as they manage a project throughout its lifecycle.

Learning outcomes

- Identify elements of the PMI project management framework
- Describe the relationship between project management processes throughout a project lifecycle
- Create common project management deliverables, including a project charter, project scope statement, project schedule, and a project change request

Who should attend?

- Individuals seeking a comprehensive understanding of project management
- Individuals pursuing a PMI certification
- Individuals seeking Professional Development Units

Professional Development Units (PDUs)	
3.0	Leadership
13.0	Technical Project Management
2.0	Strategic and Business Management

Project Leadership

PGMT8010DA

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

The success of a project team depends largely on the project leader. A highly skilled project team can fail if the project leader is not properly prepared for the unique nuances of project leadership. This course focuses on essential skills needed to effectively lead project teams, including communication, influence and power.

Learning outcomes

- Describe key roles on the project team
- Identify unique responsibilities of the project manager
- Discuss strategies to navigate leadership and management challenges commonly encountered by project teams

Who should attend?

- Individuals working on project teams, or leading project teams
- Individuals seeking Professional Development Units

Professional Development Units (PDUs)	
5.0	Leadership
0.5	Technical Project Management
0.5	Strategic and Business Management



The PMI Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.

Graduate School USA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

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Introduction to Microsoft Project 2016

PROJ8990T

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

This introductory course provides core knowledge and practice exercises for participants to directly operate Microsoft Project 2016. Participants use the software to develop a usable project plan, schedule tasks, manage project resources, and more.

Participants navigate the Microsoft Project 2016 environment by defining a new project plan, organizing and linking project tasks, optimizing the critical path, setting the project baseline, adding and managing resources to the project plan, setting up resource calendars, resolving resource conflicts, customizing Gantt charts, creating timelines and custom reports, and more.

Learning outcomes

- Create a new project plan
- Schedule and organize tasks
- Manage project resources
- Create custom reports

Who should attend?

- Individuals who will manage or oversee project schedules
- Individuals seeking Professional Development Units
- Individuals pursuing a PMP® certification

Professional Development Units (PDUs)	
0	Leadership
12	Technical Project Management
0	Strategic and Business Management

Introduction to Agile Project Management

PROJ7010A

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

Agile Project Management has become popular in both public and private organizations over the last several years. The PMP® exam includes questions on agile project management. This overview course will help you learn to use common agile techniques to plan, track and monitor agile projects.

Learning outcomes

- Describe Agile methodologies, frameworks, and processes
- Explain Agile best practices and benefits
- Apply a Scrum project management framework

Who should attend?

- Individuals seeking a general understanding of Agile
- Individuals seeking to participate in a Scrum development effort
- Individuals seeking Professional Development Units

Professional Development Units (PDUs)	
0.5	Leadership
5.0	Technical Project Management
0.5	Strategic and Business Management

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Schedule, Cost & Resource Management

PROJ9200A 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

In this highly interactive course, participants will learn how to develop a project schedule and determine a critical path; develop resource and cost estimates; use earned value management calculations for cost forecasting; evaluate project changes; and identify key factors for managing a project team.

Learning outcomes

- Identify elements of the standard PMI project management framework/process map
- Describe the relationship between project schedule, cost and resource management processes throughout a project lifecycle
- Create schedule, cost and resource management deliverables, including project duration, cost and resource estimates, loaded network diagram, critical path, EVM and change requests

Who should attend?

- Individuals pursuing a PMI certification
- Individuals seeking Professional Development Units
- Individuals seeking a comprehensive understanding and application of managing a project schedule, cost, and resources
- Prerequisites: [Project Management Essentials](#) (PGMT7007)

Professional Development Units (PDUs)	
3.5	Leadership
8.0	Technical Project Management
0.5	Strategic and Business Management

Scope, Quality & Risk Management

PROJ9210D 2 Days 1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

In this highly interactive course, participants will learn how to collect and write project requirements, organize and manage project scope and quality against measurable goals, as well as continually identify, analyze and respond to project risks.

Learning outcomes

- Identify elements of the standard PMI project management framework
- Describe the relationship between project scope, project quality, and project risk management processes throughout a project lifecycle
- Create scope, quality, and risk management deliverables, including requirements statement, work breakdown structure, quality metrics, change request, and risk register

Who should attend?

- Individuals pursuing a PMI certification
- Individuals seeking Professional Development Units
- Individuals seeking a comprehensive understanding and appropriate application of managing a project schedule, cost, and resources
- Prerequisites: [Project Management Essentials](#) (PGMT7007)

Professional Development Units (PDUs)	
1.0	Leadership
9.0	Technical Project Management
2.0	Strategic and Business Management

Stakeholder & Communications Management

PROJ9210D

1 Day

0.6 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Project Management.
Click here for more information.

In this highly interactive course, participants will learn how to identify and analyze stakeholders; evaluate stakeholder needs; develop a communications plan; and employ interest-based negotiation strategies.

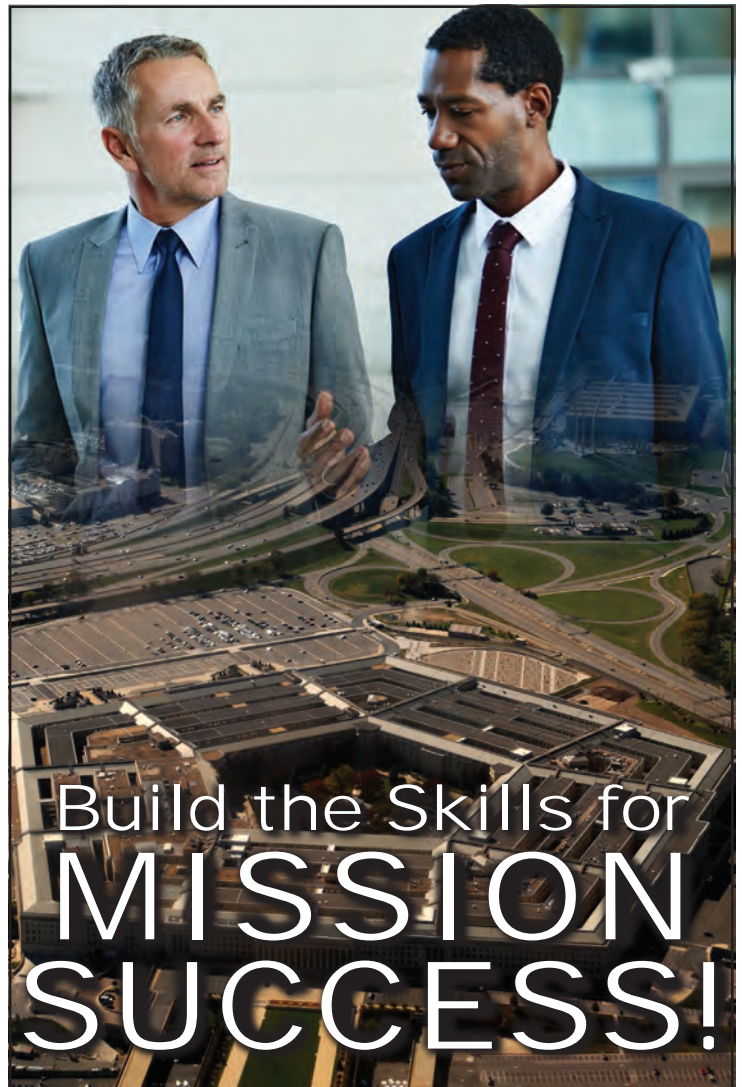
Learning outcomes

- Identify elements of the standard PMI project management framework (process map)
- Describe the relationship between project stakeholder and communications management processes throughout a project lifecycle
- Create stakeholder and communications management deliverables, including a stakeholder register; communications plan; and stakeholder management strategy

Who should attend?

- Individuals pursuing a PMI certification
- Individuals seeking Professional Development Units
- Individuals seeking a comprehensive understanding and appropriate application of managing project schedule, cost, and resource
- Prerequisites: [Project Management Essentials](#) (PGMT7007)

Professional Development Units (PDUs)	
2.0	Leadership
3.5	Technical Project Management
0.5	Strategic and Business Management



Training for the Department of Defense

GSUSA's courses cover critical DoD developmental areas and prepare you and your organization to succeed.

If you are seeking DoD financial management certification, GSUSA has more than 100 courses that are mapped to DoD competencies, each of which is available for individual registration or on-site delivery.

**For more information, visit
www.graduateschool.edu/defense
or call 888.744.GRAD.**

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PROGRAM AND MANAGEMENT ANALYSIS

Graduate School USA's Program & Management Analysis training can help to broaden your career options. Our courses aim to develop the core analytical skills necessary for qualitative and quantitative analysis. The training is appropriate for those working in the federal 0343 series, as well as those interested in developing analytical competencies. A solid foundation of analytical abilities can position you for more career opportunities and future success!

Program and Management Analysis courses include:

- Introduction to Management Analysis
- Tools for Management Analysis
- Data Collection Methods
- Descriptive Statistics for Data Analysis
- Inferential Statistics for Data Analysis
- Designing an Analytical Study
- Data Analysis and Storytelling
- Cost Benefit Analysis Workshop
- Introduction to Program Evaluation
- Management Analysis Advanced Applications



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Certificate in Program and Management Analysis

The Program & Management Analyst's role is generally associated with a wide variety of analytical assignments. Graduate School USA's curriculum provides a valuable analytical foundation for those working in a Program & Management Analysis role, as well as those interested in building core analytical skills.

Graduate School USA's Certificate in Program & Management Analysis includes three levels of achievement. A certificate is awarded for the completion of each individual level. The first level will provide an introduction to management analysis and provide a foundation for working with data. The second level is designed to provide more intensive instruction in analysis and an analytical view to approaching work. The third level is focused on a broader view of applying analytical skills. The three levels include courses in analysis, technology and communications, among other skills.



***NOTE: Individuals who have started a previous version of the Certificate of Accomplishment in Program & Management Analysis are permitted to continue completing courses as outlined in that previous program.

Level 1

Core Courses (5 Courses)			Technology (Choose 1)		
Introduction to Management Analysis	PGMT7010	1.8 CEU	Microsoft Excel 2019: Introduction	SPRD7166	1.8 CEU
Descriptive Statistics for Data Analysis	PGMT8200	1.2 CEU	Microsoft Excel 2019: Intermediate	SPRD8166	1.2 CEU
Data Collection Methods	PGMT8011	1.8 CEU	Microsoft Excel 2019: Advanced	SPRD9982	1.8 CEU
Writing for Results OR Clear Writing through Critical Thinking	WRIT7110	1.2 CEU	Microsoft Excel 2019: Data Analysis with Power Pivot	SPRD8200	1.2 CEU
Project Management Essentials	WRIT7100	1.8 CEU			
	PGMT7007	1.8 CEU	Microsoft Access 2019: Introduction	DBAS9175	1.2 CEU
			Microsoft Access 2019: Intermediate	DBAS9176	1.2 CEU

Level 2

Core (6 Courses)					
Designing an Analytical Study	PGMT8005	1.2 CEU	Project Leadership	PGMT8010	0.6 CEU
Tools for Management Analysis	PGMT7006	1.2 CEU	Inferential Statistics for Data Analysis	PMGT9200	1.2 CEU
Data Analysis and Storytelling	PGMT8050	1.2 CEU	Briefing Techniques	COMM7002	1.8 CEU
			OR Speaking with Confidence	COMM7010	1.8 CEU

Level 3

Core Courses (3 Courses)			Electives (Choose 1)		
Cost-Benefit Analysis Workshop	PGMT8100	1.8 CEU	Introduction to Program Evaluation	PGMT7003	3.0 CEU
Data Analytics: Tools and Techniques	AUDT8913	0.6 CEU	Decision Making and Problem Solving	MGMT8102	1.2 CEU
Stakeholder & Communications Management	PROJ9215	0.6 CEU	The Power of Influence over Authority	MGMT7120	1.2 CEU
			Decision Support Analytics	FINC8120	1.8 CEU
			Intermediate Decision Support Analytics	FINC9150	1.8 CEU
Capstone (Final Class)			Increasing Personal Effectiveness	COMM7027	1.2 CEU
Management Analysis: Advanced Applications	PGMT9000	1.8 CEU	Strategic Human Capital Management	PMGT7015	1.2 CEU
			Contracting Basics for Administrative Personnel	ACQI7502	1.8 CEU

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Cost-Benefit Analysis Workshop

PGMT8100D

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Program and Management Analysis.**
Click here for more information.

Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and behaviors, present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, OMB Circular A-94 and more. Cover the fundamentals to perform basic cost-benefit studies and understand complex studies.

Learning outcomes

- Describe the purpose and objective of cost-benefit analysis
- Explain and utilize the concepts of cost, present value and discount
- Effectively use cost-benefit analysis
- Present findings and recommendations

Who should attend?

While there is no grade restriction, this course is designed for mid-level managers, analysts and staff members who have had no previous training in cost-benefit analysis.

Data Analysis & Storytelling

PGMT8050D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Don't just show the numbers. Let us prepare you to communicate the story behind the data. Data storytelling is an emerging field that is frequently associated with analytics and data science. It offers a structured approach to communicate data findings in a way that significantly improves audience understanding. Participants in this hands-on workshop analyze data, construct narratives and design visuals that help decision makers connect the dots.

Learning outcomes

- Describe six key steps in an analytical study
- Develop appropriate questions for data analysis
- Apply descriptive statistics to analyze data
- Communicate data findings with a story narrative
- Create and edit charts to enhance data visualization
- Develop a presentation using data simple visualization and storytelling techniques

Who should attend?

- Individuals who use data to persuade or make recommendations
- Decision makers who evaluate data to form a course of action
- Individuals and leaders who make or view data presentations
- Analysts and leaders who communicate data findings
- Individuals and analysts seeking to improve presentations and briefs
- Prerequisites: It is important to complete the following two courses before registering for this course — [Data Analysis Using Descriptive Statistics](#) (PGMT8200D) and [Designing an Analytical Study](#) (PGMT8005D).

Data Collection Methods

PGMT8011D

3 Days

1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Discover how the data can shape the results and reliability of a management study or audit. This interactive course provides knowledge and practical techniques for collecting good data. Learners develop tools for collecting primary data and practice data collection methods for observations, interviews and questionnaire surveys. Each day participants will plan and carry out data collection projects to gain experience with each method.

Learning outcomes

- Describe methods for collecting data
- Develop an observational rating scale
- Develop an interview guide
- Develop effective questionnaire items
- Identify techniques to increase questionnaire response rates

Who should attend?

Individuals who are interested in tools and techniques to collect good primary data or who are involved in collecting data for analysis, audits, management studies, and more

Designing an Analytical Study

PGMT8005D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



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

Click here for more information.

Management analysts are often called upon to conduct an investigation, or study, of an organizational issue and then make a recommendation to management based on the findings. This course provides a structured plan and approach for conducting such a study. Participants apply a proven, systematic method to plan and design an analytical study. Classroom exercises and deliverables include developing research questions, designing data collection instruments, scheduling key milestones and more.

Learning outcomes

- Discuss the importance of the client-analyst relationship
- Describe the steps in a management analysis study
- Plan data collection and analysis methods for a study
- Develop data collection instruments
- Create a project plan to carry out an analytical study

Who should attend?

- Individuals and analysts involved in performing and/or reviewing management studies
- Decision makers and critical thinkers who analyze information and evaluate options to make decisions and recommendations
- PREREQUISITES: We recommend completing [Data Collection Methods](#) (PGMT8200) course prior to taking this course

Descriptive Statistics for Data Analysis

PGMT8200D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Program and Management Analysis.**
Click here for more information.

This introductory statistics course provides a foundation for analyzing data. Beginning with a review of arithmetic and algebra that is used in statistical calculations. Participants proceed to basic descriptive statistics, including percentages, averages, proportions and more. This course is structured to emphasize understanding. Instructors provide relevant examples and scenarios to help participants understand the concepts and the class practices calculations and interpretations to increase understanding.

Learning outcomes

- Describe and develop frequency distributions
- Calculate proportions and percentages
- Calculate measures of the average and the variation in quantitative data
- Use proportions and percents to describe variation in categorical data
- Describe normal distribution
- Calculate and use z scores to identify probabilities under the normal distribution

Who should attend?

- Individuals needing to understand and/or perform basic statistical calculations and interpretations in their professional work
- Decision makers and critical thinkers who analyze information and evaluate options to make decisions and recommendations
- Individuals new to data analysis and statistics
- Individuals seeking a refresher of basic descriptive statistical concepts

Inferential Statistics for Data Analysis

PGMT9200D

2 Days

1.2 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
**Certificate Program in
Program and Management Analysis.**
Click here for more information.

Take your analysis skills to the next level! This next level statistics course builds on the material in the descriptive statistics course by covering inferential statistical concepts. Similar to the first statistics course, this course also presents each concept using examples and practice calculations to increase understanding. A solid understanding of statistics is the foundation for analyzing data. Let us help you understand and interpret data in this inferential statistics course.

Learning outcomes

- Individuals and analysts needing to understand and/or perform statistical calculations and interpretations in their professional work
- Decision makers and critical thinkers who analyze information and evaluate options to make decisions and recommendations
- Individuals and analysts seeking a statistics refresher
- PREREQUISITES: It is important to complete the [Data Analysis Using Descriptive Statistics](#) (PGMT8200D) before registering for this course.
-

Who should attend?

It is important to complete the [Data Analysis Using Descriptive Statistics](#) (PGMT8200D) before registering for this course.

Individuals and analysts needing to understand and/or perform statistical calculations and interpretations in their professional work; Decision makers and critical thinkers who analyze information and evaluate options to make decisions and recommendations; Individuals and analysts seeking a statistics refresher

Introduction to Management Analysis

PGMT7010A 3 Days 1.8 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the
Certificate Program in Program and Management Analysis.
Click here for more information.

Have you wondered what management analysts do? Are you involved in management analysis work? Are you planning a study that includes assessing data? This course describes the management analyst role and overviews core tools and techniques used by analysts. Participants actively engage with others to review elements of an analytical study, review basic statistics, analyze data, develop instruments to collect data and discuss tips for presenting data findings. Many class exercises are used to provide a solid foundation in management analysis.

Learning outcomes

- Describe the role and function of the management analyst
- Apply analytical practices when assessing problems and making decisions
- Develop a plan to perform an analytical study
- Describe key elements of an effective data presentation
- Develop performance measures
- Discuss the value of statistical sampling

Who should attend?

- Individuals seeking an overview of management analysis
- Program/management analysts new to the role, or seeking formal training
- Leaders and managers who supervise program/management analysts
- Individuals considering the 0343 job series
- Auditors, analysts, administrators, consultants and others seeking to better understand the synergies with management analysis

Introduction to Program Evaluation

PGMT7003A 5 Days 3.0 CEU



This course is available in
Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.

Learn to describe programs, identify information useful in evaluation, collect reliable data and analyze it effectively. Evaluation identifies, discovers, generates and displays information about the effectiveness of an organization's program. The information shows what the organization produces, how those products affect society and how much the effect is worth. Budget hearings before Congress, as well as OMB, often require information generated by evaluations. Legislation commonly requires formal evaluation of some type as a condition for a program's existence or funding.

Learning outcomes

- Identify and apply critical elements of the evaluation process
- Identify the phases of research design
- Evaluate the strengths and weaknesses of different data-gathering techniques
- Interpret statistical data
- Identify costs and benefits of a program

Who should attend?

Employees Individuals who are new to the field of program evaluation or those who need seeking a basic understanding of review the basics of program evaluation.

Contract Training

Hundreds of classroom, virtual instructor-led, and self-paced online courses, are available for contract and on-site training.

If your training needs require a customized approach or are larger in scope, we can help you assemble a training program that fits your needs.

Click here to send a message to our Business Development Team.

Tools for Management Analysis

PGMT7006A

2 Days

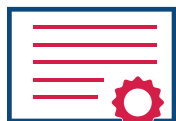
1.2 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Program and Management Analysis.

Click here for more information.

Successful analysts utilize multiple tools and techniques. This course adds skills to the analyst's toolkit by teaching structured approaches and methods to assist in problem solving, decision making and critical thinking. We explore exciting ways to prioritize options, differentiate symptoms and causes of problems, design process flows, measure organizational performance, and more.

Learning outcomes

- Describe conventional analytical tools and their appropriate application
- Discuss methods to measure organizational performance
- Provide analytical justification for recommendations and decisions
- Compare options using weighted rankings

Who should attend?

- Analysts and leaders who communicate data findings
- Individuals who persuade or make recommendations
- Decision makers who shape the course of action

Management Analysis: Advanced Applications

PGMT9000A

4 Days

2.4 CEU



This course is available in

Virtual Instruction.

Click here for open enrollment class schedule and tuition. For contract training information call 800.787.9074.



This course is part of the

Certificate Program in Program and Management Analysis.

Click here for more information.

Learn to apply and synthesize information, concepts, rules and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop. Using case studies, review and apply management analysis tools and techniques in a structured environment to arrive at approaches or solutions to organizational issues or problems. This is the capstone course in the Certificate in Program and Management Analysis.

Learning outcomes

- Apply management analysis tools and techniques to address organizational issues
- Analyze practical organizational issues, plan and present analysis findings

Who should attend?

- Those ready to conclude the Certificate in Program and Management Analysis
- Individuals and critical thinkers looking for learning and training opportunities to analyze information and evaluate options for making decisions and recommendations

Contract Training

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