

# Federal Human Resources Management

## 2019 SCHEDULE OF CLASSES



### Program Includes:

- Federal Human Resources Management
- Recruitment, Staffing, and Placement
- Human Resources Processing and Analysis
- Employee Benefits Administration
- Classification and Position Management
- Compensation
- Employee Relations and Conduct
- Performance Management
- Labor Relations
- Strategic Human Capital Consulting
- Equal Employment Opportunity
- Personnel Suitability and Security
- Employee Retirement



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# Federal Human Resources Management



## **Your Success is Our Mission.**

Graduate School USA has been government's trusted training partner since 1921. Today, federal agencies continue to rely on us to deliver practical training for real-life HR issues, taught by instructors who have been where you are, so they know what you need. Our curriculum is designed to help federal HR practitioners, managers, and supervisors develop the essential competencies for success.

## **Closing the Skills Gap**

Human resources has been identified as one of five mission-critical federal occupations with skills gaps. Graduate School USA's regulatory-based human resources curriculum will help you close that gap by providing valuable in-depth learning opportunities.

## **Practical Training to Acquire Real-World Competency**

Graduate School USA courses not only provide knowledge, they encourage application with exercises, workshops, and case studies that have direct relevance to federal HR situations and issues. Giving participants the opportunity to practice new skills in a nonthreatening environment helps agencies protect their investments and accomplish their missions.

Discover more than 80 basic, intermediate, and specialty courses, in both classroom and online formats, to develop the full complement of HR skills needed to acquire, maintain, and retain a competent, dynamic, results-oriented federal workforce.

**Graduate School USA is an approved provider for the HR Certification Institute (HRCI).**

# Federal Human Resources Management

## Proficiency Rankings

At the beginning of each curriculum section, we have provided rankings of our courses against the Office of Personnel Management (OPM) proficiency levels. This will help you select the appropriate courses for your needs.

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# Certificates in Federal Human Resources Management

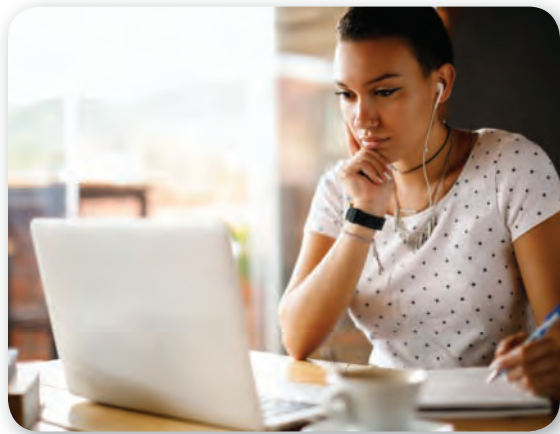
This three-level program consists of courses that are practical, job-related, and federal-specific, with a focus on the real issues that confront contemporary HR practitioners and managers.

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 [graduateschool.edu/certificates](https://graduateschool.edu/certificates), or call (888) 744-GRAD.**



## Human Resources Management Certificate Level I - Online

**Earn this respected credential in federal human resources management anytime, anywhere with our online program.**

Courses required for the Level I Certificate cover the conceptual, technical, and procedural knowledge and skills needed by the successful HR practitioner.

Course Title	Course Code	Credits
Federal Human Resources Management	PERS1731A	1.8 CEU
Basic Staffing and Placement OR Federal Staffing	STAF7100A STAF7102A	4.0 CEU 4.0 CEU
Position Classification: An Introduction OR Federal Classification	CLAS7051A CLAS7052A	4.0 CEU 4.0 CEU
Basic Labor Relations	LABR7051A	4.0 CEU
EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Practical Statistics	STAT7001A	3.2 CEU

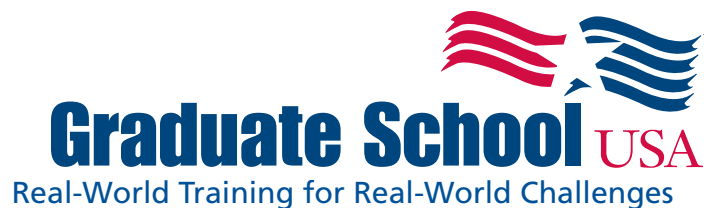
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Classroom		Online
<b>LEVEL I CERTIFICATE</b>		
Federal Human Resources Management (PMGT7011D) 1.8 CEU	OR	Federal Human Resources Management (PERS1731A) 1.8 CEU
Federal Staffing and Placement (STAF7009D) 3.0 CEU	OR	Basic Staffing and Placement (STAF7100A) 4.0 CEU OR Federal Staffing (STAF7102A) 4.0 CEU
Position Classification (CLAS7003D) 6.0 CEU OR Principles of Classification (CLAS7900D) 3.0 CEU	OR	Position Classification: An Introduction (CLAS7051A) 4.0 CEU OR Federal Classification (CLAS7052A) 4.0 CEU
Federal Employee Relations (Basic) (LABR7110D) 2.4 CEU OR Federal Employee Relations (Basic) (LABR7020D) 2.4 CEU	OR	Basic Labor Relations (LABR7051A) 4.0 CEU
EEO in the Federal Sector (EEO7012D) 1.8 CEU	OR	EEO – Its Place in the Federal Government (EEO7051A) 1.6 CEU
Introduction to Statistics (STAT7100D) 2.4 CEU OR Using and Presenting HR Data for Organizational Decisions (STAF8016) 1.2 CEU	OR	Practical Statistics (STAT7001A) 3.2 CEU

Classroom		Online
<b>LEVEL II CERTIFICATE (UPON COMPLETION OF LEVEL I)</b>		
Federal Employee Benefits (BENE7104D) 3.0 CEU		
Strategic Human Capital Management (PMGT7015D) 1.2 CEU OR Federal Workforce Analysis and Planning (PMGT7013D) 1.2 CEU		
Fair Labor Standards Act (CLAS7101D) 1.2 CEU	OR	Fair Labor Standards Act (CLAS7102A) 4.0 CEU
Federal Position Management (CLAS7012D) 1.2 CEU		
Job Analysis and Competency Assessment (STAF8001D) 1.8 CEU OR Qualifications Analysis (STAF7023D) 1.8 CEU		
Federal Employee Development (CDEV7007D) 1.8 CEU		

Classroom		Online
<b>LEVEL III CERTIFICATE (UPON COMPLETION OF LEVEL II)</b>		
Clear Writing through Critical Thinking (WRIT7100D) 1.8 CEU	OR	Thinking Critically, Writing Clearly (WRIT7301A) 3 Credits
Internal Consulting Skills for Federal HR Professionals (CDEV8005D) 1.8 CEU		
Leading Teams and Groups (TDEV8200D) 1.8 CEU	OR	Leading Teams and Groups (TDEV8500A) 1.8 CEU
Federal Performance Management (LABR7013D) 1.8 CEU		
Management Analysis: Overview (PGMT7000D) 2.4 CEU		
Project Management (PGMT7005D) 2.4 CEU	OR	Project Management (PGMT7005A) 2.4 CEU



For more information or to register, visit [graduateschool.edu/hr](https://graduateschool.edu/hr) or call 888.744.GRAD.

# Federal Human Resources Management



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# Federal Human Resources Management Courses by OPM Technical Competencies and Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Human Resources Management Online	1	2	
Federal Human Resources Management	1	2	
Freedom of Information and Privacy Acts		2/3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes





# Federal Human Resources Management — Online

PERS1731A    6 Months    1.8 CEU    \$995

Learn about the principles and concepts that frame federal HRM, the rules that govern HRM actions in the federal government, and the relationships between the following HRM functions: compensation, hiring, employee retention, performance management, and human resources relations.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete.

## LEARNING OUTCOMES

- Identify the principles upon which the federal human resources management (HRM) system is based and describe how they affect federal HRM decisions
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences impact federal HRM practices
- Discuss the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Describe the hiring process and how it is implemented in the federal government
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe equal employment opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations

## WHO SHOULD ATTEND?

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal HR management

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Federal Human Resources Management for Administrative Personnel

PMGT8007D    3 Days    1.8 CEU    \$999

Learn about the federal human resources management (HRM) process, the unique merit system environment within which it takes place, its special terminology, and the relationships between the following HRM functions: compensation, hiring, employee engagement, performance management, and human resources relations.

## LEARNING OUTCOMES

- Identify the principles upon which the federal human resources management (HRM) system is based and describe how they affect federal HRM decisions
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences impact federal HRM practice
- Discuss the compensation process, including classification, pay and benefits, and explain how equal pay for equal work is accomplished
- Describe the federal hiring process and how it is implemented
- Discuss federal government performance management, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including complaint processing, agency administrative grievance systems, and union/management relations

## WHO SHOULD ATTEND?

Administrative specialists, management analysts and technicians who assist in handling human resources issues. This course is not intended for those who have already completed Federal Human Resources Management (PMGT7011D).

## SESSION SCHEDULE

## LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
3/6/19 - 3/8/19 .....	Washington, DC
5/8/19 - 5/10/19 .....	Washington, DC
6/5/19 - 6/7/19 .....	Washington, DC
7/1/19 - 7/3/19 .....	Washington, DC
8/6/19 - 8/8/19 .....	Washington, DC
9/4/19 - 9/6/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Virginia Beach, VA



# Federal Human Resources Management

**PMGT7011D    3 Days    1.8 CEU    \$1,149**

Learn about the federal human resources management (HRM) process, the unique merit system environment within which it takes place, its special terminology, and the relationships between the following HRM functions: compensation, hiring, employee engagement, performance management, and human resources relations.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Identify the principles upon which the federal human resources management (HRM) system is based and outline how they affect federal HRM decisions
- Explore the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Explain the hiring process and how it is implemented in the federal government
- Explain how agencies can improve employee engagement to ensure a satisfied, productive workforce
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences affect federal HRM practice

## WHO SHOULD ATTEND?

Current federal employees needing an overview of in federal HR management, including line supervisors and non-HR managers, various EEO professionals (counselors, specialists, program managers), HR practitioners (assistants and specialists), embedded HR liaisons (management analysts), HR interns, and administrative staff new to the federal service (budget analysts, administrative officers, etc.)

This course is not intended for those who have taken Federal Human Resources Management for Administrative Personnel (PMGT8007D).

## SESSION SCHEDULE

## LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
2/26/19 - 2/28/19 .....	Washington, DC
3/26/19 - 3/28/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Washington, DC
5/29/19 - 5/31/19 .....	Washington, DC
6/4/19 - 6/6/19 .....	San Antonio, TX
6/25/19 - 6/27/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Atlanta, GA
7/29/19 - 7/31/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Seattle, WA
8/26/19 - 8/28/19 .....	Washington, DC
9/25/19 - 9/27/19 .....	Washington, DC
10/28/19 - 10/30/19 .....	Washington, DC
11/20/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/11/19 .....	Washington, DC



# Federal Human Resources Management for Supervisors and Managers

**PMGT7102D**    **5 Days**    **3 CEU**    **\$1,499**

Successfully meet organizational objectives and abide by human resources laws and handle the HR aspects of supervision. Learn about the guiding principles for human resources management, including merit system principles, prohibited personnel practices, and EEO. In addition, gain knowledge and skills in these areas: labor relations; organizing, describing, and classifying positions; filling vacancies; performance management; managing performance and conduct problems; and quality-of-work life issues.

**This course aligns with the DoD financial management competencies.**

## LEARNING OUTCOMES

- Discuss the role of the supervisor and manager in federal human resources management (HRM)
- Identify the guiding principles and framework for federal HR
- Describe the legal basis for equal employment opportunity (EEO) and identify the types of discrimination
- Describe the supervisor's obligations when working with employees who are members of a bargaining unit
- Describe the supervisor's role in position management and classification
- Identify strategies, considerations, and limitations for filling position vacancies
- Describe the components of an effective performance management system and the supervisor's role in managing these components
- Identify the steps for understanding performance problems and describe the options for dealing with them
- Describe misconduct and the steps for taking appropriate disciplinary actions
- Discuss some of the other HR issues that affect the federal government's ability to meet its employees' diverse needs

## WHO SHOULD ATTEND?

Federal supervisors and managers who will benefit by learning about their specific responsibilities in human resources management as well as high-performing, non-supervisory employees who are preparing themselves for supervisory opportunities

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/18/19.....	Washington, DC
2/25/19 - 3/1/19.....	Washington, DC
4/29/19 - 5/3/19.....	Washington, DC
6/3/19 - 6/7/19.....	Washington, DC
7/8/19 - 7/12/19.....	Washington, DC
7/15/19 - 7/19/19.....	San Diego, CA
8/5/19 - 8/9/19.....	Washington, DC
8/19/19 - 8/23/19.....	Denver, CO
9/16/19 - 9/20/19.....	Washington, DC
10/21/19 - 10/25/19.....	Washington, DC
12/2/19 - 12/6/19.....	Washington, DC



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# Freedom of Information and Privacy Acts

PMGT7000D    3 Days    1.8 CEU    \$1,99

Learn how to respond to Freedom of Information Act (FOIA) and Privacy Act (PA) requests. Become skilled at proper release of records to the public while safeguarding necessary information.

## LEARNING OUTCOMES

- Advise managers on which records can remain undisclosed
- Respond fairly to the public's right to know
- Keep personal information private
- Keep proprietary corporate information private
- Sanitize information to make records releasable
- Know where to get advice on cases too close to call
- Observe procedural requirements (tracking, denial letters, etc.)
- Determine when and how to charge fees for FOIA and PA records

## WHO SHOULD ATTEND?

Federal employees who are involved with requests associated with the Freedom of Information Act or Privacy Act

## SESSION SCHEDULE

## LOCATION

1/29/19 - 1/31/19.....	Washington, DC
3/5/19 - 3/7/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
4/23/19 - 4/25/19.....	Atlanta, GA
5/7/19 - 5/9/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
6/25/19 - 6/27/19.....	San Diego, CA
7/9/19 - 7/11/19.....	Washington, DC
8/6/19 - 8/8/19.....	Washington, DC
8/6/19 - 8/8/19.....	Denver, CO
9/24/19 - 9/26/19.....	Washington, DC
9/24/19 - 9/26/19.....	San Francisco, CA
11/5/19 - 11/7/19.....	Washington, DC

# On-site Training

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



### **Cost Savings**

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

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

### **Convenience**

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

### **Relevance**

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

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

# Recruitment, Staffing, and Placement



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

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# Recruitment, Staffing, and Placement Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Staffing Online	2	2	
Basic Staffing and Placement Online	2	2	
Federal Staffing and Placement	2	2	
Qualifications Analysis	3	4	5
Job Analysis and Assessment Development	3	4	5
Examining for FWS Positions		4	4
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Behavioral Job Interviewing to Hire the Best	3	4	5
Recruitment Strategies Using Social Media		4	4
Staffing for Support Staff	2		
Calculating Service Computation Dates	2	3	4/5
Preparing for a Reduction in Force		2	3
Conducting a Reduction in Force	2	3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- 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



## Federal Staffing — Online

STAF7102A    6 Months    4 CEU    \$895

Learn how to select and retain the best-qualified candidates for your agency's jobs. Learn about the federal staffing process and procedures that must be followed when hiring employees. This course provides federal HR practitioners with the background and knowledge necessary to operate in the complex environment of the federal staffing process.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

### LEARNING OUTCOMES

- Understand the basis for federal merit staffing
- Describe federal staffing processes
- Assess minimum qualifications using OPM's Qualifications Standards for GS Positions
- Apply requirements for certifying best-qualified candidates for competitive and noncompetitive selection
- Learn how HR practitioners assist managers and supervisors in recruiting and retaining top talent
- Ensure that interviews are a positive extension of the staffing process
- Apply the procedures that must be followed if a selection is to be legal
- Identify pay-setting options for hiring successful employees

### WHO SHOULD ATTEND?

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal hiring requirements

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.



## Basic Staffing and Placement — Online

STAF7100A    6 Months    4 CEU    \$895

Learn about the federal hiring process; current staffing law, regulations, rules, and procedures that must be used to ensure that federal hiring is fair and based on merit; and how to select and retain the best-qualified candidates for your agency's jobs.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

### LEARNING OUTCOMES

- Understand the basis for the federal merit system
- Describe staffing processes in the federal government
- Assess minimum qualifications using OPM's Qualifications Standards
- Apply requirements for certifying best-qualified candidates in competitive and noncompetitive processes
- Learn how to assist managers and supervisors in recruiting and retaining top talent
- Ensure interviews are a positive extension of the staffing process
- Apply the procedures that must be followed for a legal selection
- Identify pay-setting options for recruitment and salary negotiation

### WHO SHOULD ATTEND?

Federal HR practitioners; administrative, EEO, or employee relations staff; and anyone who needs knowledge of federal hiring requirements

### SESSION SCHEDULE

You have six months from the date of enrollment to complete the course



# Federal Staffing and Placement

**STAF7009D**      **5 Days**      **3 CEU**      **\$1,549**

Recruit and hire the right people with the right skills for your agency's needs. Gain the background and knowledge necessary to operate in the complex federal staffing environment. Become knowledgeable about staffing rules, regulations, and principles; appointment authorities; recruitment methods and hiring procedures; qualifications; merit promotion; and in-service placement actions.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Describe the role of the HR practitioner in assisting agency managers today and in the future
- Devise alternative solutions to recruiting challenges
- Research and use all available resource and reference material, including legal and regulatory issuances
- Assess minimum qualifications using the General Schedule Qualification Standards
- Evaluate a candidate's knowledge, skills, abilities, and competencies
- Apply concepts of time-in-grade and time-after-competitive appointment restrictions
- Apply merit promotion and other in-service procedures
- Describe concepts used in downsizing
- Inform applicants/employees about the civil service employment system
- Discuss the latest developments in federal HR management

## WHO SHOULD ATTEND?

HR practitioners and others, such as supervisors, managers and EEO staff members, who need to use and apply current federal staffing procedures and regulations

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/18/19 .....	Washington, DC
2/4/19 - 2/8/19 .....	Washington, DC
3/4/19 - 3/8/19 .....	Washington, DC
3/4/19 - 3/8/19 .....	Las Vegas, NV
3/18/19 - 3/22/19 .....	Washington, DC
4/1/19 - 4/5/19 .....	Washington, DC
4/8/19 - 4/12/19 .....	San Antonio, TX
4/22/19 - 4/26/19 .....	Virginia Beach, VA
4/29/19 - 5/3/19 .....	Washington, DC
5/6/19 - 5/10/19 .....	Denver, CO
5/20/19 - 5/24/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Dallas, TX
6/10/19 - 6/14/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	San Diego, CA
7/8/19 - 7/12/19 .....	Washington, DC
7/22/19 - 7/26/19 .....	Washington, DC
8/5/19 - 8/9/19 .....	Washington, DC
8/5/19 - 8/9/19 .....	Atlanta, GA
8/19/19 - 8/23/19 .....	Las Vegas, NV
8/26/19 - 8/30/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	San Francisco, CA
9/9/19 - 9/13/19 .....	Washington, DC
9/9/19 - 9/13/19 .....	Virginia Beach, VA
9/16/19 - 9/20/19 .....	Atlanta, GA
9/30/19 - 10/4/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Washington, DC



# Qualifications Analysis

**STAF7023D**      **3 Days**      **1.8 CEU**      **\$1,099**

Evaluate applicants for federal jobs by applying eligibility and qualifications requirements found in OPM's Qualifications Standards, including basic eligibility, minimum qualification requirements, specialized experience requirements, positive education requirements, and the substitution of education for experience.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Describe the staffing process and the role of qualifications analysis within it
- Understand the purpose of the qualifications process and its historical evolution
- Describe the structure and content of OPM's GS Qualification Policies and Qualification Standards websites
- Evaluate experience and education using the General Policies;
- Combine experience and education through proper analytic procedures to determine minimum qualifications
- Understand the purpose and requirements for selective placement factors and quality ranking factors
- Explain in-service placement provisions as they are similar to and differ from outplacement provisions
- Apply legal and regulatory requirements in making eligibility determinations
- Assess the minimum qualifications and the eligibility of a job applicant

## WHO SHOULD ATTEND?

HR practitioners and others who are involved in the federal recruitment, staffing, and/or placement processes

## SESSION SCHEDULE

## LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
2/13/19 - 2/15/19 .....	Washington, DC
3/6/19 - 3/8/19 .....	Washington, DC
3/27/19 - 3/29/19 .....	Washington, DC
4/17/19 - 4/19/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Las Vegas, NV
5/1/19 - 5/3/19 .....	Washington, DC
5/21/19 - 5/23/19 .....	Denver, CO
5/29/19 - 5/31/19 .....	Washington, DC
6/19/19 - 6/21/19 .....	Washington, DC
7/10/19 - 7/12/19 .....	Washington, DC
7/23/19 - 7/25/19 .....	San Antonio, TX
8/6/19 - 8/8/19 .....	San Diego, CA
8/7/19 - 8/9/19 .....	Washington, DC
9/4/19 - 9/6/19 .....	Washington, DC
9/17/19 - 9/19/19 .....	Atlanta, GA
9/30/19 - 10/2/19 .....	Washington, DC
10/29/19 - 10/31/19 .....	Washington, DC
11/6/19 - 11/8/19 .....	Washington, DC
12/11/19 - 12/13/19 .....	Washington, DC



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

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

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

# Job Analysis and Assessment Development

**STAF8001D**    **3 Days**    **1.8 CEU**    **\$999**

Learn how to analyze federal jobs so you can identify appropriate job requirements (specialized experience, competencies, knowledge, skills, abilities, and/or traits), write better vacancy announcements, and prepare effective assessment plans that measure applicants' abilities. This course covers both OPM's requirements and the Uniform Guidelines on Employee Selection Procedures.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Conduct an effective job analysis, consistent with legal and regulatory requirements, that identifies the major duties of a position
- Use the results of the job analysis to identify and refine the competencies, knowledge, skills and abilities needed to perform the work of the position
- Prepare operational definitions of competencies
- Develop appropriate applicant assessment and selection criteria
- Develop plans based on training, education and experience to effectively measure applicants' abilities to do the work
- Consider other assessment methods

## WHO SHOULD ATTEND?

HR practitioners as well as supervisors and managers involved in the recruitment and placement process or otherwise assess job candidates

## SESSION SCHEDULE                      LOCATION

1/23/19 - 1/25/19 .....	Washington, DC
2/20/19 - 2/22/19 .....	Washington, DC
3/20/19 - 3/22/19 .....	Washington, DC
4/17/19 - 4/19/19 .....	Washington, DC
5/22/19 - 5/24/19 .....	Washington, DC
6/18/19 - 6/20/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Washington, DC
7/16/19 - 7/18/19 .....	Dallas, TX
8/13/19 - 8/15/19 .....	Washington, DC
8/20/19 - 8/22/19 .....	Denver, CO
9/10/19 - 9/12/19 .....	Washington, DC
9/24/19 - 9/26/19 .....	Virginia Beach, VA
10/8/19 - 10/10/19 .....	Washington, DC
12/3/19 - 12/5/19 .....	Washington, DC

# Examining for Federal Wage System Jobs

**STAF7200D**    **2 Days**    **1.2 CEU**    **\$699**

Learn to use the job element method to examine applicants for trades and labor occupations. Identify the job elements necessary for success on the job and develop a plan to measure the qualifications of applicants, and rate the applicants.

## LEARNING OUTCOMES

- Understand the principles of job-element (JE) examining for Federal Wage System jobs
- Use appropriate sets of elements
- Use screen-out elements
- Identify and use applicable JE examining references and tools
- Apply JE examining practices in open-competitive and merit-staffing actions
- Use practical methods for rating applicants

## WHO SHOULD ATTEND?

HR practitioners, hiring officials and others who need to understand and/or use the JE examining method for Federal Wage System jobs

## SESSION SCHEDULE                      LOCATION

4/1/19 - 4/2/19 .....	Washington, DC
6/17/19 - 6/18/19 .....	Washington, DC
8/26/19 - 8/27/19 .....	Washington, DC



# Adjudicating and Applying Veterans' Preference — Online

STAF8607A    6 Months    .8 CEU    \$545

Ensure that your personnel actions fully comply with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to veterans' preference in employment in the competitive civil service and in the excepted service; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion under the Veterans Employment Opportunities Act.

- Instructor assistance and feedback on assignments
- Facilitated discussions

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

## LEARNING OUTCOMES

- Identify the circumstances in which veterans' preference applies
- Know the types of veterans' preference, including veterans, spouses, widows/widowers, and mothers
- Properly adjudicate veterans' preference claims
- Apply veterans' preference in both competitive and excepted appointments
- Employ these special appointing authorities for veterans: Veterans' Recruitment Appointments (VRA); disabled veterans enrolled in a VA training program; Veterans Employment Opportunities Act of 1998

## WHO SHOULD ATTEND?

Anyone who adjudicates, applies, or advises on veterans' preference

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Adjudicating and Applying Veterans' Preference

STAF8007D    1 Day    .6 CEU    \$549

Ensure your agency fully complies with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to preference in employment in the competitive and excepted services; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion.

## LEARNING OUTCOMES

- Know the circumstances when veterans' preference applies
- Identify the types of veterans' preference, including veteran, spouse, widow/widower, and mother
- Correctly adjudicate veterans' preference claims
- Apply veterans' preference to competitive and excepted service appointments
- Apply special appointing authorities for veterans in the following: Veterans' Recruitment Appointments (VRA); 30 Percent or More Disabled Veterans; Disabled veterans enrolled in a VA training program; and Veterans Employment Opportunity Act of 1998

## WHO SHOULD ATTEND?

HR practitioners who adjudicate veterans' preference claims or perform delegated examining work

## SESSION SCHEDULE

## LOCATION

3/29/19 - 3/29/19 .....	Washington, DC
5/31/19 - 5/31/19 .....	Washington, DC
7/2/19 - 7/2/19 .....	Washington, DC
8/2/19 - 8/2/19 .....	Washington, DC
9/6/19 - 9/6/19 .....	Washington, DC



# Behavioral Job Interviewing to Hire the Best

STAF8012D    2 Days    1.2 CEU    \$699

Gain the knowledge you need to design and administer structured interviews. Focus your interviews on the job competencies that are most critical to the position. Gain skill in developing behavior-based questions that tap the applicant's experience and indicate how the applicant is likely to handle similar assignments. Develop structured interview questions and rating scales.

This course was previously titled **Interviewing Techniques**

## LEARNING OUTCOMES

- Develop behavior-based structured interview questions and rating scales
- Conduct effective, behavior-based structured interviews
- Ask appropriate, nondiscriminatory interview questions designed to evaluate technical experience and expertise, communication skills and other, more complex competencies, such as leadership abilities and analytical thinking
- Define benchmark responses that permit you to rate or score applicant responses
- Obtain useful information from candidates so that better selection decisions can be made

## WHO SHOULD ATTEND?

HR practitioners, supervisors, managers, recruiters, and others who interview job applicants

## SESSION SCHEDULE

Available by Contract Only

# Recruitment Strategies Using Social Media

STAF7516D    2 Days    1.2 CEU    \$789

Learn about the practice of using social media as a recruitment strategy. Develop your ability to both evaluate what your organization is currently doing in this area and identify how you can help improve the process by which your organization recruits successful high-quality candidates to accomplish its mission and goals. Gain a better understanding of why and how social media is used as a recruitment strategy; the best practices to ensure successful implementation of such strategies; and the ways in which these practices can be monitored, evaluated, and improved.

## LEARNING OUTCOMES

- Discuss the need for changes in the recruitment process to accommodate technological innovation and cultural change
- Discuss strategies that incorporate the use of social media to recruit high-quality candidates for public-sector jobs
- Identify best practices for establishing social media as a recruitment strategy
- Describe how metrics can be used to evaluate the successful use of social media as a recruitment strategy
- Assess your organization's capability for using social media networks for successful staff recruitment

## WHO SHOULD ATTEND?

HR practitioners and other staff who need an introduction to the practice of using social media as a recruitment strategy in federal agencies

## SESSION SCHEDULE

## LOCATION

5/30/19 - 5/31/19.....	Washington, DC
7/1/19 - 7/2/19.....	Washington, DC
9/5/19 - 9/6/19.....	Washington, DC



## Staffing for Support Staff

**STAF7001D**      **3 Days**      **1.8 CEU**      **\$999**

Learn the essential federal staffing functions and how staffing relates to other HR programs. Become knowledgeable about the merit system principles and the prohibited personnel practices; the basic requirements of eligibility and minimum qualifications; in-service placement actions, including merit promotion; and other components of a sound recruitment and placement program.

### LEARNING OUTCOMES

- Understand the federal Human Resources Management (HRM) model, recruitment and staffing function, and the process and steps in filling a vacancy
- Research the Code of Federal Regulations (5 CFR) to properly determine legal and regulatory requirements for recruitment and staffing
- Interpret and apply procedures for selecting a high-quality workforce
- Determine eligibility and minimum qualifications using OPM Qualification Standards
- Apply merit promotion and in-service procedures
- Know the legal requirements for job analysis in developing crediting/rating plans
- Apply a job analysis process for developing assessment tools

### WHO SHOULD ATTEND?

Support staff involved in the preparation of SF52s or SF50s who need to understand the relationship between staffing and other HR programs

### SESSION SCHEDULE

### LOCATION

4/3/19 - 4/5/19 ..... Washington, DC  
6/19/19 - 6/21/19 ..... Washington, DC  
8/28/19 - 8/30/19 ..... Washington, DC  
10/16/19 - 10/18/19 ..... Washington, DC

## Preparing for a Reduction in Force

**STAF7005D**      **1 Day**      **.6 CEU**      **\$499**

Learn about alternative flexibilities and tools that help agencies meet their organizational requirements, or, to reduce the scope and impact of any necessary RIFs. Enhance your knowledge of the actions agencies must take to prepare in advance to ensure that a RIF is successful. This course describes the considerations and actions required for agencies anticipating a reduction in force.

As a one-day overview of a very complex process, this course does not include skills development exercises. Rather, it:

- Describes tools, processes, and records requirements;
- Describes considerations necessary to prepare for a RIF; and
- Poses discussion questions for participants

For a complete description of the RIF process along with hands-on, practical exercises to develop skill, enroll in Planning and Conducting a Reduction in Force (STAF7015D).

### LEARNING OUTCOMES

- Summarize the major flexibilities and tools available to help agencies to avoid a RIF or reduce the impact of a RIF
- Discuss the RIF process, including the major factors for determining retention standing
- Describe resources available to agencies in preparing for a RIF
- Describe tools, processes, records requirements, and considerations necessary to prepare for a RIF

### WHO SHOULD ATTEND?

Supervisors, managers, and HR leaders and officials who anticipate a need to restructure their workforce and wish to understand the impact of a potential reduction in force

### SESSION SCHEDULE

### LOCATION

5/6/19 - 5/6/19 ..... Washington, DC  
7/8/19 - 7/8/19 ..... Washington, DC  
9/9/19 - 9/9/19 ..... Washington, DC

# Planning and Conducting a RIF

**STAF7015D**      **4 Days**      **2.4 CEU**      **\$1,199**

Learn the mechanics of properly executing a reduction in force (RIF). Know what to do when an agency abolishes positions, or separates or downgrades employees due to a reorganization, lack of work, shortage of funds, or insufficient personnel ceiling. Run a mock RIF to determine the impact of various decisions on employee entitlements and agency structure. Learn about appeal procedures, priority placement programs, and employee reemployment and restoration rights.

The content of this course focuses on the RIF procedures described in 5 CFR 351. It does not cover the specific procedures established by the National Defense Authorization Act of 2016.

## LEARNING OUTCOMES

- Define basic terms such as competitive area, competitive level, retention register, bumping, and retreating
- Describe the basic procedures used in a reduction in force (RIF)
- Establish a retention register
- Apply the RIF actions of displacement, retreating, bumping, and separation in a RIF
- Explain pay implications in a RIF
- Explain special employment programs for displaced employees
- Identify when a proposed reorganization will result in a transfer of function, and determine management and employee rights in a transfer of function
- Recognize RIF actions by agencies that are subject to RIF appeal, explain the appeals procedure, and cite current relevant case law

## WHO SHOULD ATTEND?

HR practitioners, as well as union officials and other employee representatives, who need to understand or execute a RIF

SESSION SCHEDULE	LOCATION
3/5/19 - 3/8/19 .....	Washington, DC
5/7/19 - 5/10/19 .....	Washington, DC
7/9/19 - 7/12/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	San Francisco, CA
7/30/19 - 8/2/19 .....	Washington, DC
8/6/19 - 8/9/19 .....	Washington, DC

# Calculating Service Computation Dates

**STAF7602D**      **1 Day**      **0.6 CEU**      **\$499**

Determine creditable service and correctly compute all four types of service computation dates (SCDs): leave, retirement, reduction-in-force (RIF), and Thrift Savings Plan (TSP). Recognize when and how to change an employee's SCD.

## LEARNING OUTCOMES

- Learn what Service Computation Dates (SCD) are
- Determine appropriate service is creditable and how it is credited for civil service employment.
- Determine if Uniformed service is creditable
- Learn how to verify service
- Learn when to compute the SCD or make changes to SCD
- Learn differences between SCD for Leave, RIF, TSP, and Retirement

## WHO SHOULD ATTEND?

HR practitioners who compute and make changes to SCDs

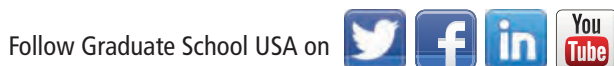
SESSION SCHEDULE	LOCATION
3/28/19 3/28/19 .....	Washington/DC
5/30/19 5/30/19 .....	Washington/DC
7/1/19 7/1/19 .....	Washington/DC
8/1/19 8/1/19 .....	Washington/DC
9/5/19 9/5/19 .....	Washington/DC

# Human Resources Processing and Analysis



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# HR Processing and Analysis Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Basic Processing Personnel Actions Online	1	2	
Processing Federal Personnel Actions	1/2	3	3
Adjudicating and Applying Veterans' Preference Online	2	3	4/5
Adjudicating and Applying Veterans' Preference	2	3	4/5
Calculating Service Computation Dates	2	3	4/5
Federal Employee Benefits	2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes





# Basic Processing Personnel Actions — Online

**PROC7003A**    **6 Months**    **3.2 CEU**    **\$699**

Learn how to process personnel actions for federal employees using the required instructions in the Guide to Processing Personnel Actions (“the Guide”). Walk step-by-step through the Guide and other required manuals, seeing what is covered, how information is organized, and how to use the Guide to process personnel actions.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

## LEARNING OUTCOMES

- Handle basic actions using the specific instructions in OPM’s Guide to Processing Personnel Actions
- Use decision logic tables
- Locate information and select required codes and authorities
- Properly document personnel actions on Standard Forms 50 and 52

## WHO SHOULD ATTEND?

Federal HR practitioners or others who simply want to broaden their understanding of HR actions processing

## SESSION SCHEDULE

You have six months to complete the course.

# Processing Federal Personnel Actions

**STAF7010D**    **5 Days**    **3 CEU**    **\$1,699**

Learn about the Guide to Processing Personnel Actions and how to use the Guide to document personnel actions. How to prepare, process and approve Requests for Personnel Actions (SF-52) and Notifications of Personnel Actions (SF-50), the essential personnel records for federal employees. Use the correct and appropriate forms, terminology, codes, remarks, processes and procedures that affect personnel actions.

## LEARNING OUTCOMES

- Use The Guide to Processing Personnel Actions and related references to complete the required entries on the Request for Personnel Action (SF 52) and the Notification of Personnel Action (SF 50), including selection of the correct nature of action, legal authority, and remarks
- Make determinations on computing service computation dates, determining retirement coverage veterans’ preference, and waiting periods for within-grade increases, probationary periods, and career tenure

## WHO SHOULD ATTEND?

HR practitioners and others who need to understand and apply federal HR actions processing procedures

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Denver, CO
6/10/19 - 6/14/19 .....	Washington, DC
6/17/19 - 6/21/19 .....	Atlanta, GA
7/8/19 - 7/12/19 .....	Washington, DC
7/22/19 - 7/26/19 .....	Seattle, WA
7/29/19 - 8/2/19 .....	Washington, DC
8/19/19 - 8/23/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Virginia Beach, VA
9/9/19 - 9/13/19 .....	Washington, DC
9/16/19 - 9/20/19 .....	San Francisco, CA
9/30/19 - 10/4/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	San Diego, CA
11/18/19 - 11/22/19 .....	Washington, DC
12/9/19 - 12/13/19 .....	Washington, DC

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# Adjudicating and Applying Veterans' Preference — Online

STAF8607A    6 Months    .8 CEU    \$545

Ensure that your personnel actions fully comply with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to veterans' preference in employment in the competitive civil service and in the excepted service; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion under the Veterans Employment Opportunities Act.

- Instructor assistance and feedback on assignments
- Facilitated discussions

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

## LEARNING OUTCOMES

- Identify the circumstances in which veterans' preference applies
- Know the types of veterans' preference, including veterans, spouses, widows/widowers, and mothers
- Properly adjudicate veterans' preference claims
- Apply veterans' preference in both competitive and excepted appointments
- Employ these special appointing authorities for veterans: Veterans' Recruitment Appointments (VRA); disabled veterans enrolled in a VA training program; Veterans Employment Opportunities Act of 1998

## WHO SHOULD ATTEND?

Anyone who adjudicates, applies, or advises on veterans' preference

## SESSION SCHEDULE

You have six months from date of enrollment to complete the course.

# Adjudicating and Applying Veterans' Preference

STAF8007D    1 Day    .6 CEU    \$549

Ensure your agency fully complies with all current and applicable veterans' preference laws, rules, and regulations. Understand who meets the definition of veteran; who is entitled to preference in employment in the competitive and excepted services; and the circumstances under which veterans' preference applies, including competitive appointments, noncompetitive appointments, and merit promotion.

## LEARNING OUTCOMES

- Know the circumstances when veterans' preference applies
- Identify the types of veterans' preference, including veteran, spouse, widow/widower, and mother
- Correctly adjudicate veterans' preference claims
- Apply veterans' preference to competitive and excepted service appointments
- Apply special appointing authorities for veterans in the following: Veterans' Recruitment Appointments (VRA); 30 Percent or More Disabled Veterans; Disabled veterans enrolled in a VA training program; and Veterans Employment Opportunity Act of 1998

## WHO SHOULD ATTEND?

HR practitioners who adjudicate veterans' preference claims or perform delegated examining work

## SESSION SCHEDULE

## LOCATION

3/29/19 - 3/29/19 .....	Washington, DC
5/31/19 - 5/31/19 .....	Washington, DC
7/2/19 - 7/2/19 .....	Washington, DC
8/2/19 - 8/2/19 .....	Washington, DC
9/6/19 - 9/6/19 .....	Washington, DC



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

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# Calculating Service Computation Dates

**STAF7602D**      **1 Day**      **.6 CEU**      **\$499**

Determine creditable service and correctly compute all four types of service computation dates (SCDs): leave, retirement, reduction-in-force (RIF), and Thrift Savings Plan (TSP). Recognize when and how to change an employee's SCD.

## LEARNING OUTCOMES

- Determine what service is creditable for leave, retirement, RIF, and TSP.
- Correctly change SCDs based on events such as excess nonpay status or changes from intermittent to full-time or part-time work schedule.
- Compute SCDs accurately.

## WHO SHOULD ATTEND?

HR practitioners who compute and make changes to SCDs

## SESSION SCHEDULE

## LOCATION

3/28/19 - 3/28/19 .....	Washington, DC
5/30/19 - 5/30/19 .....	Washington, DC
7/1/19 - 7/1/19 .....	Washington, DC
8/1/19 - 8/1/19 .....	Washington, DC
9/5/19 - 9/5/19 .....	Washington, DC

# Federal Employee Benefits

**BENE7104D**      **5 Days**      **3 CEU**      **\$1,499**

Gain the information needed to advise new, current, and separating employees about their benefits. Learn about the Federal Employees Health Benefit (FEHB) program; Federal Employees Group Life Insurance (FEGLI) program; Thrift Savings Plan (TSP); Civil Service Retirement System (CSRS); CSRS Offset; Federal Employees Retirement System (FERS); and Social Security. Make sure you can accurately and thoroughly analyze and respond to questions from employees about their federal employee benefits.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Determine retirement system coverage for new hires, rehires, transfers, and converted employees
- Explain the basics of the Social Security eligibility and survivor benefits
- Explain the basics of the Thrift Savings Program and withdrawal options
- Determine retirement eligibility dates, identify creditable service, and calculate basic annuity amounts under CSRS and FERS
- Determine and explain eligibility requirements, options, and coverage for FEHB and FEGLI

## WHO SHOULD ATTEND?

HR practitioners who administer and apply federal employee benefits

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/11/19 - 3/15/19 .....	San Diego, CA
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Denver, CO
7/22/19 - 7/26/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC



# Employee Benefits Administration



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# Employee Benefits Administration Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Benefits	1/2	3/4	5
CSRS and FERS Retirement and Benefits	1/2	3/4	5
Workers Compensation and Disability Retirement	1/2	3/4	5
Family and Medical Leave Act for Supervisors and HR Practitioners	2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes

# Federal Employee Benefits

**BENE7104D**    **5 Days**    **3 CEU**    **\$1,499**

Gain the information needed to advise new, current, and separating employees about their benefits. Learn about the Federal Employees Health Benefit (FEHB) program; Federal Employees Group Life Insurance (FEGLI) program; Thrift Savings Plan (TSP); Civil Service Retirement System (CSRS); CSRS Offset; Federal Employees Retirement System (FERS); and Social Security. Make sure you can accurately and thoroughly analyze and respond to questions from employees about their federal employee benefits.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Determine retirement system coverage for new hires, rehires, transfers, and converted employees
- Explain the basics of the Social Security eligibility and survivor benefits
- Explain the basics of the Thrift Savings Program and withdrawal options
- Determine retirement eligibility dates, identify creditable service, and calculate basic annuity amounts under CSRS and FERS
- Determine and explain eligibility requirements, options, and coverage for FEHB and FEGLI

## WHO SHOULD ATTEND?

HR practitioners who administer and apply federal employee benefits

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/1/19 .....	Washington, DC
2/25/19 - 3/1/19 .....	Washington, DC
3/11/19 - 3/15/19 .....	San Diego, CA
3/25/19 - 3/29/19 .....	Washington, DC
4/22/19 - 4/26/19 .....	Washington, DC
5/20/19 - 5/24/19 .....	Washington, DC
6/24/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/19/19 .....	Denver, CO
7/22/19 - 7/26/19 .....	Washington, DC
8/26/19 - 8/30/19 .....	Washington, DC
9/23/19 - 9/27/19 .....	Washington, DC
10/21/19 - 10/25/19 .....	Washington, DC
11/18/19 - 11/22/19 .....	Washington, DC

# CSRS and FERS Retirement and Benefits

**BENE8201D**    **4 Days**    **2.4 CEU**    **\$1,299**

Learn all you need to know to correctly inform and counsel Civil Service Retirement System (CSRS), CSRS Offset, and FERS employees about their federal retirement benefits and options. This comprehensive workshop provides valuable information about the rules, regulations, retirement application procedures, and benefits of the retirement systems.

## LEARNING OUTCOMES

- Identify CSRS, CSRS Offset, and FERS coverage and retirement eligibility requirements
- Calculate creditable annuity and service estimates
- Describe deposit service, redeposit service, and post-56 military deposit service
- Explain retirement spousal elections, survivor benefits, and death benefits
- Use the appropriate retirement forms and accurately process retirement applications
- Explain retiree aspects of FEHB and FEGLI, including eligibility and options
- Explain the special rules that impact Social Security benefits for CSRS retirees and surviving spouses (GPO and WEP)
- Prepare complete and accurate retirement applications

## WHO SHOULD ATTEND?

HR practitioners and others who administer federal benefits will benefit by attending this course

## SESSION SCHEDULE

## LOCATION

4/9/19 - 4/12/19 .....	Washington, DC
6/25/19 - 6/28/19 .....	Washington, DC
7/23/19 - 7/26/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	Washington, DC
9/17/19 - 9/20/19 .....	San Diego, CA
11/19/19 - 11/22/19 .....	Washington, DC



# Workers Compensation and Disability Retirement

**BENE8104D**    **2 Days**    **1.2 CEU**    **\$749**

Develop the knowledge and skills you need to handle claims for the Office of Workers Compensation Program (OWCP) and federal disability retirement. Understand the features of each program and help your agency process claims quickly and accurately, reduce worker compensation costs, and bring injured employees back to work.

## LEARNING OUTCOMES

- Understand benefits available under the Office of Workers Compensation Program (OWCP) and federal disability retirement
- Answer questions regarding the OWCP
- Explain and process the various claims forms for OWCP and disability retirement
- Explain injury compensation rules and return-to-work plans to federal employees

## WHO SHOULD ATTEND?

HR practitioners as well as other support staff members who are involved in administering benefits for federal employees

## SESSION SCHEDULE

## LOCATION

3/28/19 - 3/29/19 .....	Washington, DC
4/8/19 - 4/9/19 .....	Dallas, TX
5/9/19 - 5/10/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC

# Family and Medical Leave Act for Supervisors and HR Practitioners

**PMGT7510D**    **2 Days**    **1.2 CEU**    **\$749**

Learn the requirements you must follow under the Family and Medical Leave Act and how to handle specific situations you may face. Ensure that you and your agency do not end up dealing with a grievance or court case because you do not understand or know how to apply the entitlements provided in the Act.

**This course was previously titled Family and Medical Leave Act for Supervisors and Managers**

## LEARNING OUTCOMES

- Recognize the complexities of the FMLA entitlements
- Locate law, regulation, and agency guidance on FMLA administration
- Identify the FMLA requirements affecting leave approval or denial
- Discuss workplace FMLA issues that both supervisors and HR practitioners must know how to deal with
- Describe situations in which FMLA leave must, can, and might not be granted

## WHO SHOULD ATTEND?

Federal supervisors and HR practitioners needing an introduction to employee and management issues related to the Family and Medical Leave Act

## SESSION SCHEDULE

## LOCATION

5/15/19 - 5/16/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
9/4/19 - 9/5/19 .....	Washington, DC

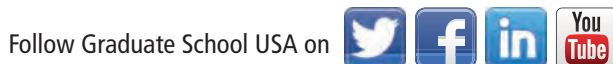


# Classification and Position Management



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# Classification and Position Management Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Classification Online	2	3/4	5
Position Classification: An Introduction Online	1	2/3	
Principles of Classification	2	3/4	5
Position Classification	2	3/4	5
Classification Refresher		3/4	4
Advanced Position Classification		4	5
Writing Federal Position Descriptions	1/2	3/4	5
Federal Position Management	1	3	4/5
Fair Labor Standards Act (FLSA) Online	1	3	
Fair Labor Standards Act (FLSA)	1	3	

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
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- Demonstrates awareness of concepts and processes

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## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes



## Federal Classification — Online

CLAS7052A    6 Months    4 CEU    \$895

Learn the basic, crosscutting principles you need to classify and analyze federal positions for compensation purposes, and apply these concepts by classifying GS, FWS, and alternative system positions. Improve your analytical skills in order to ask good questions about position duties and organizational design, write Factor Evaluation System (FES) position descriptions, and analyze position management alternatives.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete the course.

### LEARNING OUTCOMES

- Learn the principles and the references that guide classification in the federal sector
- Understand and apply procedures used to classify federal positions using the FES
- Understand and apply procedures used to classify federal positions using the narrative system
- Understand alternative HR systems and procedures commonly used to evaluate positions in such systems
- Understand and apply procedures used to classify federal blue-collar positions using the job-grading system
- Apply the rules applicable to classifying mixed grade/series and interdisciplinary positions
- Apply the procedures used to classify federal leader, supervisory, and managerial positions
- Recognize and apply the principles used to organize work (position management) and describe positions using the FES format
- Describe positions using the FES format

### WHO SHOULD ATTEND?

HR practitioners, administrative staff, managers, supervisors, and all others who need to know how to evaluate the level and pay of federal positions

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.



## Position Classification: An Introduction — Online

CLAS7051A    6 Months    4 CEU    \$899

Learn to use OPM references and standards to correctly classify General Schedule and Federal Wage System positions. Overview position management principles so that you can advise supervisors and managers on making good decisions on economical and efficient position and organizational structures. Become familiar with the basics of alternative classification systems to ensure a well-rounded knowledge of how positions are evaluated in the federal government.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime. All materials supplied. Independent study; take up to six months to complete the course.

### WHO SHOULD ATTEND?

HR practitioners, administrative staff, and others who need a basic knowledge of the federal classification system

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course



# Principles of Classification

**CLAS7900D**      **5 Days**      **3 CEU**      **\$1,499**

Learn how to apply the basic, cross-cutting principles needed to classify and analyze General Schedule (GS) and Federal Wage System (FWS) positions. Become adept with the principles and procedures associated with the systems used in federal classification. Improve the analytical skills you need to ask good questions about position duties and design.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Discuss the two primary systems used to evaluate positions in the federal system
- Describe the legal basis, structure, and primary tools of the General Schedule system
- Explain and apply procedures used to classify federal positions using the Factor Evaluation System
- Explain and apply procedures used to classify federal positions in the Federal Wage System including leader and supervisory positions.
- Describe and apply the procedures used to classify General Schedule leader, supervisory, and managerial positions.
- Explain and apply the rules applicable to classifying mixed grade/series and interdisciplinary positions.

## WHO SHOULD ATTEND?

HR practitioners and others who need to know how to evaluate, federal GS and FWS positions including HR practitioners, managers, supervisors, administrative staff, and others

This five-day course is not a substitute for the 10-day Position Classification course (CLAS703D). This course provides fewer opportunities to practice and demonstrate correct application of classification and does not cover other classification-related topics in the depth seen in the 10-day course.

## SESSION SCHEDULE

## LOCATION

2/11/19 - 2/15/19.....	Washington, DC
3/11/19 - 3/15/19.....	Washington, DC
4/15/19 - 4/19/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
6/10/19 - 6/14/19.....	Washington, DC
7/8/19 - 7/12/19.....	Washington, DC
7/29/19 - 8/2/19.....	Washington, DC
8/12/19 - 8/16/19.....	Washington, DC
9/23/19 - 9/27/19.....	Atlanta, GA
10/21/19 - 10/25/19.....	Washington, DC
12/2/19 - 12/6/19.....	Washington, DC



# Position Classification

**CLAS7003D**      **10 Days**      **6 CEU**      **\$2,579**

Develop and improve your skills in selecting and applying position classification standards, writing position evaluation statements, and operating within classification-related areas such as FLSA and position management. This intensive ten-day course provides you with a foundation in General Schedule (GS) and Federal Wage System (FWS) classification. Focus on the legal bases, structure, and operation of the GS, FWS, and alternative classification systems.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Understand the legal basis, structure, and primary tools of the General Schedule system
- Apply the procedures used to classify federal positions using the Factor Evaluation System
- Prepare an evaluation statement using the Factor Evaluation System
- Understand job family standards, guides, and the automated classification programs used by some federal agencies
- Select and apply procedures used to classify federal positions in the Federal Wage System
- Select and apply procedures used to classify federal positions using the narrative system
- Illustrate the rules applicable to classifying mixed grade/series and the interdisciplinary positions
- Identify the preparation and interview procedures required for a position audit
- Know how to apply the procedures used to classify federal leader, supervisory, and managerial positions

## WHO SHOULD ATTEND?

HR practitioners and others who classify positions or need an in-depth knowledge of how federal positions are classified

The five-day Principles of Classification (CLAS7900D) is not a substitute for this in-depth, exercise-intensive course.

## SESSION SCHEDULE

## LOCATION

1/28/19 - 2/8/19 .....	Washington, DC
2/25/19 - 3/8/19 .....	Washington, DC
3/11/19 - 3/22/19 .....	Las Vegas, NV
4/1/19 - 4/12/19 .....	Washington, DC
5/13/19 - 5/24/19 .....	Washington, DC
6/3/19 - 6/14/19 .....	Denver, CO
6/17/19 - 6/28/19 .....	Washington, DC
7/15/19 - 7/26/19 .....	Washington, DC
7/29/19 - 8/9/19 .....	San Diego, CA
8/19/19 - 8/30/19 .....	Washington, DC
9/16/19 - 9/27/19 .....	Washington, DC
12/2/19 - 12/13/19 .....	Washington, DC

## Classification Refresher

**CLAS7004D**    **3 Days**    **1.8 CEU**    **\$899**

Refresh your knowledge on classification essentials and more advanced classification issues and go home with a quick and easy-to-use reference guide. Enhance your skills by completing two classification projects with instructor input and feedback.

### LEARNING OUTCOMES

- Apply the Factor Evaluation Standard (FES) format and Narrative Standard format
- Write defensible, well-documented evaluation statements
- Classify developmental positions and consider the implications of Statements of Difference (SoD)
- Apply the General Schedule Leader Grade Evaluation Guide (GSLGEG)
- Apply the General Schedule Supervisory Guide (GSSG)

### WHO SHOULD ATTEND?

HR practitioners and other agency staff who have prior experience in evaluating/classifying positions under Title 5. This includes the significant number of HR practitioners who classify only intermittently and have a critical need to network and refresh their classification knowledge.

### SESSION SCHEDULE

### LOCATION

4/2/19 - 4/4/19 ..... Washington, DC  
6/18/19 - 6/20/19 ..... Washington, DC  
8/27/19 - 8/29/19 ..... Washington, DC

## Advanced Position Classification

**CLAS9001D**    **4 Days**    **3 CEU**    **\$1,199**

Refresh your classification knowledge on the major classification issues involving FES and narrative systems and discuss the more difficult and technical classification issues through exercises based on classification appeals decided by the Office of Personnel Management

### LEARNING OUTCOMES

- Learn the procedures used to evaluate positions under the Factor Evaluation System and the narrative system
- Use the references that guide the federal classification system
- Understand the concepts and apply the procedures to such technical issues as mixed grade/mixed series, interdisciplinary positions, and one-grade vs. two-grade interval work
- Understand the General Schedule and Federal Wage System classification appeals processes
- Interpret and apply the General Schedule Leader Grade Evaluation Guide and the General Schedule Supervisory Guide
- Apply the Fair Labor Standards Act (FLSA) categories to properly determine exempt/non-exempt status

### WHO SHOULD ATTEND?

HR practitioners with significant prior experience in evaluating/classifying positions under Title 5

### SESSION SCHEDULE

### LOCATION

3/12/19 - 3/15/19 ..... Washington, DC  
6/4/19 - 6/7/19 ..... Washington, DC  
7/23/19 - 7/26/19 ..... Washington, DC  
8/5/19 - 8/8/19 ..... San Diego, CA  
8/20/19 - 8/23/19 ..... Washington, DC  
9/17/19 - 9/20/19 ..... Washington, DC



# Writing Federal Position Descriptions

**CLAS7910D**    **2 Days**    **1.2 CEU**    **\$789**

Learn how to make effective use of your organization’s human resources by planning and describing positions completely and accurately. Include important duties, organizational relationships, and essential knowledge in employee position descriptions (PDs) since PDs form the basis for many HR actions, including compensation, hiring, and RIF. Facilitate the accomplishment of an agency’s mission, goals, and objectives at both the macro and micro levels with effective PDs.

## LEARNING OUTCOMES

- Describe the importance of current and accurate position descriptions and their effect on classification, recruitment, performance measurement, compensation, and employee relations
- Explain the do’s and don’ts in writing position descriptions
- Identify supervisory responsibilities in writing PDs
- Discuss the components of General Schedule non-supervisory and supervisory position descriptions
- Define the factors necessary for writing General Schedule nonsupervisory and supervisory position descriptions
- Write complete and accurate General Schedule nonsupervisory and supervisory position descriptions
- Discuss the components of FWS non-supervisory and supervisory position descriptions
- Define the factors necessary for writing FWS nonsupervisory and supervisory position descriptions
- Write complete and accurate Federal Wage System non-supervisory and supervisory position descriptions

## WHO SHOULD ATTEND?

Federal supervisors, HR practitioners, and administrative staff who need to be able to apply the basic principles of position planning to the description of positions and write complete position descriptions

SESSION SCHEDULE	LOCATION
2/21/19 - 2/22/19 .....	Washington, DC
4/18/19 - 4/19/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
8/1/19 - 8/2/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
11/14/19 - 11/15/19 .....	Washington, DC

# Federal Position Management

**CLAS7012D**    **2 Days**    **1.2 CEU**    **\$849**

Discover how to use position management tools, techniques, and methods to support a high-performing organization. Obtain a solid understanding of the role of position management in succession planning, workforce reductions, and organizational restructuring..

Learn to identify and correct problems such as: fragmentation; layering; unnecessary positions; narrow supervisor-to-employee ratio; job dilution; missing career ladders; workforce/PD inconsistencies and inaccurate position descriptions.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Understand position management and its historical impact on federal agency programs
- Recognize the impact of organizational mission on position design
- Understand how organizational structures and common patterns of assigning duties affect position design
- Recognize the symptoms associated with common position management problems and how to resolve them
- Identify and apply the appropriate staffing and classification tools necessary to deal with position management issues
- Learn the various agency roles and responsibilities in the position management process

## WHO SHOULD ATTEND?

HR practitioners, management and program analysts, supervisors, managers, and team leaders who are responsible for position management and increasing work unit efficiency

SESSION SCHEDULE	LOCATION
2/21/19 - 2/22/19 .....	Washington, DC
4/18/19 - 4/19/19 .....	Washington, DC
5/23/19 - 5/24/19 .....	Washington, DC
6/19/19 - 6/20/19 .....	Seattle, WA
6/20/19 - 6/21/19 .....	Washington, DC
7/18/19 - 7/19/19 .....	Washington, DC
8/21/19 - 8/22/19 .....	Washington, DC
9/12/19 - 9/13/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	Atlanta, GA
10/16/19 - 10/17/19 .....	Washington, DC
11/21/19 - 11/22/19 .....	Washington, DC





# Fair Labor Standards Act — Online

**CLAS7102A**    **6 Months**    **1.2 CEU**    **\$745**

Equip yourself with the information, understanding, and ability to correctly apply the provisions of the FLSA. Learn the general principles of the FLSA; how to determine exempt/nonexempt status, the administrative procedures by which covered work time must be compensated; how hours of work and scheduling of work are considered when determining overtime pay entitlements; how to treat time spent traveling away from the official duty station, including compensatory time off for travel; the responsibilities of those who ensure that FLSA provisions are not violated; and how the FLSA claims process works.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

**This course is part of the Human Resources Management Certificate Program, Level II.**

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

## LEARNING OUTCOMES

- Discuss the history, coverage, and regulations governing the FLSA.
- Describe agency, manager/supervisor, and employee responsibilities under the FLSA.
- Make FLSA exempt/non-exempt determinations by applying exemption criteria to employees/positions.
- Determine hours of work that can be credited as overtime by applying FLSA guidelines to a variety of situations.
- Identify situations in which travel is credited as hours of work, and apply appropriate guidelines, including compensatory time off for travel.
- Describe the guidelines for filing an FLSA claim

## WHO SHOULD ATTEND?

HR practitioners, administrative staff, and payroll technicians who need an understanding of the FLSA provisions to make informed decisions or advise employees or managers on FLSA matters

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Fair Labor Standards Act

**CLAS7101D**    **2 Days**    **1.2 CEU**    **\$789**

Equip yourself with the information, understanding, and ability to correctly apply the provisions of the FLSA. Learn the general principles of FLSA and the administrative procedures by which covered work time must be compensated; how hours of work and scheduling of work become important factors when considering overtime pay entitlements; how to treat time outside regular work hours spent traveling away from the official duty station; and the responsibilities of those who have to ensure that FLSA provisions are not violated.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Learn the history, coverage and regulations governing the FLSA
- Describe agency, manager/supervisor and employee responsibilities under the FLSA
- Make FLSA exempt/non-exempt determinations by applying exemption criteria to employees/positions
- Determine hours of work that can be credited as overtime by applying FLSA guidelines to a variety of situations
- Identify situations in which travel is credited as hours of work and apply the appropriate guidelines, including compensatory time for travel
- Learn the guidelines for filing an FLSA claim

## WHO SHOULD ATTEND?

HR practitioners, administrative staff, and payroll technicians who need an understanding of FLSA provisions to make informed decisions or advise employees or managers on FLSA matters

## SESSION SCHEDULE

## LOCATION

1/30/19 - 1/31/19 .....	Washington, DC
4/9/19 - 4/10/19 .....	Washington, DC
6/4/19 - 6/5/19 .....	Washington, DC
7/1/19 - 7/2/19 .....	Washington, DC
7/30/19 - 7/31/19 .....	Denver, CO
8/1/19 - 8/2/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
10/31/19 - 11/1/19 .....	Washington, DC

# Position Classification for Supervisors and Administrative Staff

CLAS812D      2 Days      1.2 CEU      \$749

Learn the basic principles, structure, and operation of the federal position classification process. Discover how to proficiently interpret and apply classification standards, select appropriate occupational groups and series, prepare well-written descriptions and evaluation statements, and identify work characteristics that impact position classification. Learn about other related topics such as the application of GS Leader and Supervisory Guides, FLSA, position management, and classification appeals.

This course was previously titled **Position Classification for Non-Classifiers**.

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Federal supervisors, managers, and administrative staff who prepare and evaluate job descriptions or have delegated position classification authority..

## SESSION SCHEDULE

## LOCATION

4/18/19 - 4/19/19.....	Washington, DC
5/21/19 - 5/22/19.....	Washington, DC
7/25/19 - 7/26/19.....	Washington, DC
8/29/19 - 8/30/19.....	Washington, DC
9/26/19 - 9/27/19.....	Washington, DC
11/6/19 - 11/7/19.....	Washington, DC

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Course Title	Course Code	Credits
Federal Human Resources Management	PERS1731A	1.8 CEU
Basic Staffing and Placement OR Federal Staffing	STAF7100A STAF7102A	4.0 CEU 4.0 CEU
Position Classification: An Introduction OR Federal Classification	CLAS7051A CLAS7052A	4.0 CEU 4.0 CEU
Basic Labor Relations	LABR7051A	4.0 CEU
EEO – Its Place in the Federal Government	EEOP7051A	1.6 CEU
Practical Statistics	STAT7001A	3.2 CEU

# Compensation



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# Compensation Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Pay Setting for FWS Positions Online	1/2	3/4	5
Pay Setting for GS Positions Online	1/2	3/4	5
Pay Setting: Federal Wage System	1/2	3/4	5
Pay Setting: General Schedule	1/2	3/4	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes



## Pay Setting for FWS Positions — Online

PADM7001A 6 Months 4 CEU \$899

Learn how to set pay for employees under the Federal Wage System (FWS) in this extensive technical course. Implement and apply the rules and requirements related to new appointments; reinstatement and reassignments; transfers and conversions; promotions and changes to lower grade; pay changes; recruitment, relocation, and retention incentives; special qualifications; grade and pay retention and severance pay; and movement between pay systems.

- Blogs and discussion designed specifically for students
- Limited instructor assistance

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

### LEARNING OUTCOMES

- Set pay for employees under the Federal Wage System
- Set pay for non-FWS pay system employees who move to FWS positions
- Use recruitment and relocation incentives

### WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.



## Pay Setting for GS Positions — Online

PADM7002A 6 Months 4 CEU \$899

Learn how to set and administer pay for employees under the General Schedule (GS) in this extensive technical course. Implement and apply the complex array of rules and requirements, including those related to new appointments; reinstatement and reassignments; transfers and conversions; promotions and changes to lower grade; pay changes; recruitment, relocation, and retention incentives; grade and pay retention and severance pay; and movement between pay systems.

- Blogs and discussion designed specifically for students
- Limited instructor assistance

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

### LEARNING OUTCOMES

- Set pay for employees under the General Schedule (GS)
- Set pay for non-GS pay system employees who move to GS positions
- Set pay using allowances, differentials, incentives, and back pay

### WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

### SESSION SCHEDULE

You have six months from date of enrollment to complete the course.

The Certificate of  
Accomplishment in  
Human Resources  
Management

**Level I**

Can Be Completed  
Entirely Online.

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## Pay Setting: Federal Wage System

STAF9004D      1 Day      .6 CEU      \$549

Understand the basics of FWS pay-setting policies and requirements. Learn to apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle, including the application of new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential.

### LEARNING OUTCOMES

- Understand basic FWS pay-setting policies and requirements
- Apply pay-setting rules and requirements to a variety of real-life situations seen during the FWS pay-setting cycle
- Set pay for new and revised wage schedules, new appointments, promotions, within-grade increases, and night differential

### WHO SHOULD ATTEND?

Federal personnel who set pay or give advice on setting pay

SESSION SCHEDULE	LOCATION
3/15/19 - 3/15/19 .....	Washington, DC
5/10/19 - 5/10/19 .....	Washington, DC
7/12/19 - 7/12/19 .....	Washington, DC
9/13/19 - 9/13/19 .....	Washington, DC

## Pay Setting: General Schedule

STAF9002D      3 Days      1.8 CEU      \$1,199

Acquire the knowledge necessary to set and administer pay for General Schedule (GS) employees. Learn how to implement and apply the complex array of pay administration rules, including those related to new appointments; reinstatement and reassignments; transfers and conversions; promotions and changes to lower grade; pay changes; recruitment, relocation, and retention incentives; superior qualifications; grade and pay retention and severance pay; and movement between pay systems.

**This course was previously titled Federal Pay Setting.**

### LEARNING OUTCOMES

- Explain GS pay-setting policies and requirements
- Apply pay-setting rules and requirements that illustrate the federal pay-setting cycle
- Set pay for a wide variety of personnel actions

### WHO SHOULD ATTEND?

Federal personnel who set pay, or give advice on setting pay

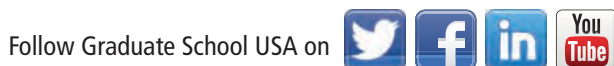
SESSION SCHEDULE	LOCATION
1/28/19 - 1/30/19 .....	Washington, DC
3/12/19 - 3/14/19 .....	Washington, DC
4/10/19 - 4/12/19 .....	Washington, DC
4/23/19 - 4/25/19 .....	Atlanta, GA
5/7/19 - 5/9/19 .....	Washington, DC
6/5/19 - 6/7/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	San Francisco, CA
7/30/19 - 8/1/19 .....	Denver, CO
8/13/19 - 8/15/19 .....	Washington, DC
9/10/19 - 9/12/19 .....	Washington, DC
10/15/19 - 10/17/19 .....	Washington, DC

# Employee Relations and Conduct



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# Employee Relations and Conduct by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Relations (Basic)	1	2	
Adverse Conduct and Performance Based Actions	1/2	3	4/5
Federal Employee Relations (Intermediate)	2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Managing Employee Conduct and Performance		3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

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- 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    \$789

Learn about the fundamental principles and policies that govern the basic rights and responsibilities of agency employees in areas such as probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, etc.

This course was previously titled **Basic Employee Relations**.

## LEARNING OUTCOMES

- Describe the laws and principles that encompass employee relations
- Outline the rights and responsibilities of the parties in employee relations matters
- Identify the differences between performance and conduct
- Discuss employee and supervisory probationary periods
- Outline the investigation process
- Describe the procedures for taking disciplinary actions
- Outline the performance process and taking performance-based actions
- Identify procedures and case law for dealing with leave issues, including dealing with excessive leave use
- Define the need and procedures for requesting medical documentation for accommodation issues and disability determinations

## WHO SHOULD ATTEND?

HR practitioners, managers and supervisors, and other employees who need an overview of employee relations in the federal government

## SESSION SCHEDULE                      LOCATION

2/12/19 - 2/13/19 .....	Washington, DC
3/4/19 - 3/5/19 .....	Washington, DC
5/6/19 - 5/7/19 .....	Washington, DC
7/8/19 - 7/9/19 .....	Washington, DC
8/13/19 - 8/14/19 .....	Washington, DC
9/16/19 - 9/17/19 .....	San Francisco, CA
9/23/19 - 9/24/19 .....	Washington, DC

# Adverse Conduct and Performance-Based Actions

LABR7100D    4 Days    2.4 CEU    \$1,199

Learn how to prepare or decide adverse actions or performance-based actions. Before taking adverse and performance-based actions against employees, meet rigid penalty and proof standards of cause set by third parties that review removals, suspensions, demotions, and furloughs. Explore disciplinary and non-disciplinary causes; unusual cause situations, such as medical problems or off-duty conduct; penalty factors; issues of proof; and pre-action investigations.

This course was previously titled **Adverse and Performance-Based Actions**.

## LEARNING OUTCOMES

- Determine whether an action requires adverse action or unacceptable performance action procedures
- Decide when an adverse action or unacceptable performance action is justified
- Determine if enough proof is available to take an action
- List relevant factors in assessing penalties
- Follow the correct procedures in taking either of the two actions

## WHO SHOULD ATTEND?

HR practitioners, administrative specialists, managers and supervisors who prepare or decide adverse actions

SESSION SCHEDULE	LOCATION
3/5/19 - 3/8/19 .....	San Antonio, TX
3/26/19 - 3/29/19 .....	Washington, DC
5/21/19 - 5/24/19 .....	Washington, DC
7/16/19 - 7/19/19 .....	San Diego, CA
7/30/19 - 8/2/19 .....	Washington, DC
8/20/19 - 8/23/19 .....	San Francisco, CA
9/10/19 - 9/13/19 .....	Washington, DC
11/5/19 - 11/8/19 .....	Washington, DC





# Federal Employee Relations (Intermediate)

**LABR8110D**    **3 Days**    **1.8 CEU**    **\$999**

Focus on the practice of employee relations in the federal work place. Gain in-depth understanding of the more complex aspects of federal employee relations that a practitioner needs to know when advising management and effectively dealing with employee issues and activities. Enhance your skill in using case law to apply the concepts presented.

Participants in this course should have taken Employee Relations (Basic) (LABR7110) or have equivalent experience.

**This course was previously titled Employee Relations for Practitioners.**

## LEARNING OUTCOMES

- Describe the basic workplace rights and expectations.
- Outline the rights and responsibilities of the parties in employee relations matters
- Describe the origins and procedures regarding the right to due process
- Discuss the procedures and processes for taking disciplinary and adverse actions
- Outline the process of determining credibility in disciplinary situations
- Identify procedures and case law for dealing with conduct and leave issues, including dealing with excessive leave use
- Define and outline the proper use of medical documentation in leave and accommodation issues
- Outline the law and regulations regarding disability and reasonable accommodation
- Define disability, 'qualified' disabled employee, undue hardship, and reasonable accommodation
- Describe the procedures for filing grievances, appeals, and EEO complaints
- Understand the fundamentals of the arbitration process

## WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, union stewards, and others with a need to understand in-depth federal employee relations. Those who attend this course should already have a basic understanding of federal employee relations and should be working in the labor relations arena.

## SESSION SCHEDULE

## LOCATION

3/6/19 - 3/8/19 .....	Washington, DC
5/8/19 - 5/10/19 .....	Washington, DC
7/10/19 - 7/12/19 .....	Washington, DC
9/18/19 - 9/20/19 .....	San Francisco, CA
9/25/19 - 9/27/19 .....	Washington, DC



# Writing Conduct and Performance Letters

LABR7120D    2 Days    1.2 CEU    \$789

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee's reply to a disciplinary proposal letter.

## LEARNING OUTCOMES

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last chance agreements

## WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, supervisors, and managers. We recommend that participants first attend the courses, Employee Relations (Basic), or Employee Relations (Intermediate), or have equivalent experience.

## SESSION SCHEDULE

Available By Contract Only

# Managing Employee Conduct and Performance

LABR7011D    2 Days    1.2 CEU    \$749

Develop the skills necessary to deal with common performance and conduct problems. Explore day-to-day problems that federal supervisors face in this practical, no-nonsense course. Become adept at dealing with workplace issues such as absenteeism, insubordination, coming to work under the influence, threats and intimidation, sick leave abuse, contentious conduct, poor performance, and workplace violence.

**This course was previously titled Employee Conduct and Performance.**

## LEARNING OUTCOMES

- Distinguish between a performance problem and a conduct problem
- Determine when employee conduct is actionable
- Decide whether to take formal or informal action
- List the most common factors in assessing penalties
- Follow the correct steps in a performance counseling session
- Write a performance improvement plan
- Learn the steps in a performance-based action

## WHO SHOULD ATTEND?

HR practitioners, as well as civilian and military supervisors of federal civilian employees

## SESSION SCHEDULE

## LOCATION

2/21/19 - 2/22/19 .....	Washington, DC
4/4/19 - 4/5/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/24/19 - 7/25/19 .....	San Antonio, TX
8/8/19 - 8/9/19 .....	Washington, DC
9/5/19 - 9/6/19 .....	Washington, DC
10/31/19 - 11/1/19 .....	Washington, DC

# Performance Management



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# Performance Management Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Performance Management	1/2	3/4	5
Adverse Conduct and Performance Based Actions	1/2	3	4/5
Writing Conduct and Performance Letters		3/4	5
Employee Performance Discussions		2	3/4

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

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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

# Federal Performance Management

LABR7013D    3 Days    1.8 CEU    \$999

Become equipped with the skills you need to make meaningful performance distinctions. Implement communication, planning, tracking, and other performance tools to make, or advise on making, performance decisions, regardless of the system in which you find yourself.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Describe the basis for performance decisions
- Identify the current federal performance management systems
- Plan and determine how performance distinctions will be measured
- Identify how to help employees progress toward established performance goals
- Evaluate performance against established standards and communicate results

## WHO SHOULD ATTEND?

HR practitioners or managers and supervisors involved in evaluating the performance of individuals or offering advice or work to make the appraisal process functional in their organizations

## SESSION SCHEDULE

## LOCATION

2/25/19 - 2/27/19.....	Washington, DC
4/2/19 - 4/4/19.....	Washington, DC
6/4/19 - 6/6/19.....	Washington, DC
7/10/19 - 7/12/19.....	Washington, DC
8/6/19 - 8/8/19.....	Washington, DC
9/3/19 - 9/5/19.....	Washington, DC
10/29/19 - 10/31/19.....	Washington, DC

# Adverse Conduct and Performance-Based Actions

LABR7100D    4 Days    2.4 CEU    \$1,199

Learn how to prepare or decide adverse actions or performance-based actions. Before taking adverse and performance-based actions against employees, meet rigid penalty and proof standards of cause set by third parties that review removals, suspensions, demotions, and furloughs. Explore disciplinary and non-disciplinary causes; unusual cause situations, such as medical problems or off-duty conduct; penalty factors; issues of proof; and pre-action investigations.

**This course was previously titled Adverse and Performance-Based Actions**

## LEARNING OUTCOMES

- Determine whether an action requires adverse action or unacceptable performance action procedures
- Decide when an adverse action or unacceptable performance action is justified
- Determine if enough proof is available to take an action
- List relevant factors in assessing penalties
- Follow the correct procedures in taking either of the two actions

## WHO SHOULD ATTEND?

HR practitioners, administrative specialists, managers, and supervisors who prepare or decide adverse actions

## SESSION SCHEDULE

## LOCATION

3/5/19 - 3/8/19.....	San Antonio, TX
3/26/19 - 3/29/19.....	Washington, DC
5/21/19 - 5/24/19.....	Washington, DC
7/16/19 - 7/19/19.....	San Diego, CA
7/30/19 - 8/2/19.....	Washington, DC
8/20/19 - 8/23/19.....	San Francisco, CA
9/10/19 - 9/13/19.....	Washington, DC
11/5/19 - 11/8/19.....	Washington, DC



## Writing Conduct and Performance Letters

LABR7120D    2 Days    1.2 CEU    \$789

Learn how to write legally sufficient conduct and performance letters, including a performance improvement plan (PIP), as the first step toward a successful case before the Merit Systems Protection Board and arbitration. Learn why specific content is necessary in a letter, techniques for formatting letters, and how letters should be delivered to an employee. Also learn how to respond to an employee's reply to a disciplinary proposal letter.

### LEARNING OUTCOMES

- Describe and write legally sufficient conduct and performance letters
- Describe and write a performance improvement plan (PIP)
- Identify case law that pertains to adverse action documentation
- Define and apply a penalty analysis
- Describe the role of the deciding official
- Describe and write settlement agreements, letters pertaining to medical issues, and last chance agreements

### WHO SHOULD ATTEND?

Employee relations practitioners, attorneys, supervisors, and managers. We recommend that participants first attend Employee Relations (Basic), Employee Relations (Intermediate), or Federal Employee Relations, or have equivalent experience.

### SESSION SCHEDULE

Available By Contract Only

## Employee Performance Discussions

LABR7015D    2 Days    1.2 CEU    Contract Only

Learn how to hold productive performance discussions with your employees. By structuring discussions and appropriately focusing your feedback, become skilled at defining short and long-term expectations, explaining how progress is measured, and identifying current levels of accomplishment. Through real-world exercises, you practice communication and performance management skills designed to help you minimize the stress of providing feedback by anticipating employee reactions and building a common understanding of performance expectations.

### LEARNING OUTCOMES

- Recognize the differences between performance and conduct
- Utilize proven communication approaches to reach a common understanding of expectations
- Monitor performance and provide ongoing feedback to avoid surprises
- Deliver effective performance-focused feedback
- Overcome reluctance toward conducting performance-based discussions
- Eliminate personal issues that get in the way of effective performance discussions
- Communicate and recognize successful performance
- Plan interim and annual performance review conversations

### WHO SHOULD ATTEND?

Supervisors, managers, and team leaders who conduct performance discussions

### SESSION SCHEDULE

Available By Contract Only



**GSA** Schedule  
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# Federal Labor Relations



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# Federal Labor Relations Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Labor Relations (Basic)	1	2	
Basic Labor Relations Online	1	2	
Federal Labor Relations (Intermediate)	2	3	4/5
Negotiating Federal Labor Agreements		2/3	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

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- Demonstrates 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 Labor Relations (Basic)

LABR7020D    2 Days    1.2 CEU    \$749

Learn about the fundamentals of collective bargaining and the rights and responsibilities of employees, management, and unions in the federal labor relations process.

**This course was previously titled Basic Labor Relations.**

## LEARNING OUTCOMES

- Present an overview of the history of labor relations in the federal sector
- Discuss the basic principles of labor relations incorporated in the Labor-Management Relations Statute
- Define the procedures involved in conducting a union campaign and election
- Describe the meaning, history, and process of collective bargaining
- Outline contract administration, negotiated grievance procedures, and unfair labor practices

## WHO SHOULD ATTEND?

HR practitioners, managers, and supervisors, and other employees who need an overview of federal labor relations

## SESSION SCHEDULE

## LOCATION

2/11/19 - 2/12/19.....	Washington, DC
3/11/19 - 3/12/19.....	Washington, DC
4/16/19 - 4/17/19.....	Washington, DC
5/6/19 - 5/7/19.....	Atlanta, GA
5/13/19 - 5/14/19.....	Washington, DC
6/11/19 - 6/12/19.....	Washington, DC
7/15/19 - 7/16/19.....	Washington, DC
7/22/19 - 7/23/19.....	Denver, CO
8/5/19 - 8/6/19.....	Washington, DC
9/9/19 - 9/10/19.....	San Diego, CA
9/16/19 - 9/17/19.....	Washington, DC
11/5/19 - 11/6/19.....	Washington, DC



# Basic Labor Relations — Online

LABR7501A    6 Months    4 CEU    \$895

Learn the fundamentals of collective bargaining and the rights and responsibilities of employees, management, and unions in the federal labor relations process.

- Blogs and discussion designed specifically for students
- Limited instructor assistance

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

Enroll anytime in this online course. All materials are supplied. Instructor-based study; Self-paced. Take up to six months to complete the course.

## WHO SHOULD ATTEND?

Non-postal federal managers and supervisors, and labor relations/HR practitioners. Union officials in federal agencies may also find the course valuable.

## SESSION SCHEDULE

You have six months from date of enrollment to complete the course.



# Federal Labor Relations (Intermediate)

LABR7021D    3 Days    1.8 CEU    \$899

Learn about the practice of labor relations in the workplace. Understand the more complex aspects of federal labor relations needed when advising management and effectively processing labor-management activities. Enhance your skill in using case law to apply the concepts presented.

This course was previously titled **Labor Relations for Practitioners**.

## LEARNING OUTCOMES

- Depict an overview of the history of labor relations in the federal sector
- Understand the grievance & ULP process
- Understand the basic principles of federal labor relations incorporated in the Labor Management Relations Statute
- Learn the mission and goals of the various bodies involved in overseeing and facilitating the labor relations processes in the Federal sector
- Understand and apply the concepts of mandatory and permissive bargaining
- Understand the concepts of negotiability
- Explain the role of the union steward
- Learn how to deal with union stewards
- Understand the purpose of official time
- Learn methods to control official time

## WHO SHOULD ATTEND?

Labor relations practitioners, union stewards, and others with a need to understand in-depth federal labor relations. Those who attend this course should already have a basic understanding of labor-management relations and should be working in the labor relations arena.

## SESSION SCHEDULE      LOCATION

2/13/19 - 2/15/19.....	Washington, DC
3/13/19 - 3/15/19.....	Washington, DC
5/8/19 - 5/10/19.....	Atlanta, GA
5/15/19 - 5/17/19.....	Washington, DC
7/24/19 - 7/26/19.....	Denver, CO
8/7/19 - 8/9/19.....	Washington, DC
9/11/19 - 9/13/19.....	San Diego, CA
9/18/19 - 9/20/19.....	Washington, DC

# Negotiating Federal Labor Agreements

LABR9001D    5 Days    3 CEU    \$1,399

Enhance your ability to prepare for federal contract negotiation sessions. Explore the fundamentals of preparing for negotiations, from applying refined bargaining skills and tactics to resolving impasses and dealing successfully with the Federal Mediation and Conciliation Service. Learn to apply a proactive approach to developing management and negotiation philosophy and proposals.

## LEARNING OUTCOMES

- Organize a team to negotiate labor agreements
- Understand union proposals and tactics
- Assess the implications of proposal bargaining
- Develop a proactive approach to negotiation
- Understand and use interest-based bargaining approaches

## WHO SHOULD ATTEND?

Federal HR practitioners, supervisors, managers, and attorneys who negotiate labor agreements or advise management negotiators

## SESSION SCHEDULE      LOCATION

3/18/19 - 3/22/19.....	Washington, DC
4/15/19 - 4/19/19.....	Dallas, TX
5/13/19 - 5/17/19.....	Washington, DC
7/22/19 - 7/26/19.....	Washington, DC
9/16/19 - 9/20/19.....	Washington, DC

# Strategic Human Capital Consulting



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# Strategic Human Capital Consulting Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Strategic Human Capital Management	1	3	4/5
Federal Workforce Analysis and Planning		2/3	4/5
Internal Consulting Skills for Federal HR Professional		3/4	5
Using and Presenting HR Data for Organizational Decisions	1/2	3/4	5

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## 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

# Strategic Human Capital Management

**PMGT7015D**    **2 Days**    **1.2 CEU**    **\$1,499**

Gain a solid foundation in strategic human capital management concepts, principles, and best practices using OPM's Human Capital Framework. Learn the skills needed to align HR goals, performance, and budget with agency mission and use metrics to identify needs and outcomes and measure progress toward identified outcomes.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

This course aligns with the DoD financial management competencies.

## LEARNING OUTCOMES

- Describe strategic human capital management and its importance in today's federal environment
- Identify sources of human capital data and explain how they are used in strategic human capital management
- List the human capital standards and describe how each affects agency strategic decision making
- Discuss how agency culture and mission shapes human capital management decisions
- Examine how organizational analyses are used in human capital business decisions
- Identify recruitment strategies that are aligned with strategic goals
- Describe how linking organizational and individual performance expectations help agencies meet goals and improve productivity and effectiveness
- Describe strategies that help organizations effectively manage people, ensure continuity of leadership, and sustain a learning environment that drives continuous performance improvement
- Discuss how data-driven results-oriented planning and accountability systems ensure agency human capital decisions that ensure better business results

## WHO SHOULD ATTEND?

HR practitioners and leaders, management and program analysts, and others who seek a solid foundation in strategic human capital management concepts, principles, and best practices

## SESSION SCHEDULE

## LOCATION

1/29/19 - 1/30/19 .....	Washington, DC
3/7/19 - 3/8/19 .....	Washington, DC
4/4/19 - 4/5/19 .....	Washington, DC
5/14/19 - 5/15/19 .....	San Francisco, CA
6/4/19 - 6/5/19 .....	Washington, DC
7/10/19 - 7/11/19 .....	Washington, DC
8/7/19 - 8/8/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	Washington, DC
10/28/19 - 10/29/19 .....	Washington, DC

# Federal Workforce Analysis and Planning

**PMGT7013D**    **2 Days**    **1.2 CEU**    **\$849**

Acquire the skills you need to align workforce planning with your agency's mission. Learn how to forecast and plan for future human resources needs: analyze mission requirements, collect workforce data, identify workforce surpluses or gaps, and identify solutions to address the gaps.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Recognize the importance of workforce analysis and planning in the strategic management of human capital
- Use data and planning models in the workforce planning process
- Analyze and interpret workforce data using workforce supply and demand analysis methods
- Develop strategies to address skill gaps
- Take the steps needed to successfully implement a workforce action plan
- Evaluate whether a workforce plan is achieving desired results or needs revision

## WHO SHOULD ATTEND?

Anyone involved in assessing and planning for workforce needs, especially HR leaders, HR practitioners, budget analysts, management analysts, and program analysts. Supervisors and managers involved in strategic planning may also benefit by attending this course.

## SESSION SCHEDULE

## LOCATION

2/7/19 - 2/8/19.....	Washington, DC
4/2/19 - 4/3/19.....	Washington, DC
5/2/19 - 5/3/19.....	Washington, DC
5/16/19 - 5/17/19.....	San Francisco, CA
6/6/19 - 6/7/19.....	Washington, DC
7/8/19 - 7/9/19.....	Washington, DC
7/10/19 - 7/11/19.....	San Antonio, TX
8/5/19 - 8/6/19.....	Washington, DC
9/5/19 - 9/6/19.....	Washington, DC
9/18/19 - 9/19/19.....	San Diego, CA
10/24/19 - 10/25/19.....	Washington, DC

# Internal Consulting Skills for Federal HR Professionals

**CDEV8005D**    **3 Days**    **1.8 CEU**    **\$999**

Acquire the skills you need to build partnerships with management and operate as an HR consultant within your organization. Identify various HR options available within the federal context by participating in exercises, workshops and case studies that have direct application to federal HR situations and issues.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Expand your role from a federal HR professional to an internal consultant
- Plan and prepare for the consultative relationship
- Know what causes client resistance and how to deal effectively with it
- Build partnerships with management
- Offer alternative solutions to contemporary HR problems
- Integrate your technical HR knowledge into the consultative process
- Practice consulting skills using federal HR case studies, exercises, and examples

## WHO SHOULD ATTEND?

HR practitioners who advise federal managers and supervisors. Agencies may schedule on-site delivery of this course. The course can also be customized to address agency-specific HR issues.

## SESSION SCHEDULE

## LOCATION

2/26/19 - 2/28/19.....	Washington, DC
4/17/19 - 4/19/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
7/30/19 - 8/1/19.....	Washington, DC
9/24/19 - 9/26/19.....	Washington, DC
12/4/19 - 12/6/19.....	Washington, DC

# Using and Presenting HR Data for Organizational Decisions

STAF8016D    2 Days    1.2 CEU    \$699

Learn what HR data analysis is and how it will help you help your agency accomplish its mission. Learn what data to collect and how to assess and analyze that data to gain meaningful insights that clarify decision points and make evidence-based decisions that support business and mission strategies. Gain skill in clearly and effectively presenting data to agency decision makers so that they can both understand and use your analysis. Focus on leveraging data to improve your agency's hiring practices, diversity, attrition rate, succession planning, and accountability.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Describe the data HR practitioners need to clarify decision points and identify where to collect the data
- Assess and analyze data to make HR decisions that support business and mission strategies
- Leverage data to improve agency HR practices for mission accomplishment
- Present data-driven recommendations and decisions to management and other invested parties

## WHO SHOULD ATTEND?

HR practitioners as well as administrative staff who need an understanding of how data does and should drive HR decision-making

SESSION SCHEDULE	LOCATION
1/29/19 - 1/30/19 .....	Washington, DC
2/27/19 - 2/28/19 .....	Washington, DC
3/27/19 - 3/28/19 .....	Washington, DC
4/24/19 - 4/25/19 .....	Washington, DC
5/15/19 - 5/16/19 .....	Las Vegas, NV
5/30/19 - 5/31/19 .....	Washington, DC
6/27/19 - 6/28/19 .....	Washington, DC
7/10/19 - 7/11/19 .....	Denver, CO
7/30/19 - 7/31/19 .....	Washington, DC
8/14/19 - 8/15/19 .....	San Antonio, TX
8/29/19 - 8/30/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	San Diego, CA
9/25/19 - 9/26/19 .....	Washington, DC
9/25/19 - 9/26/19 .....	Atlanta, GA
10/16/19 - 10/17/19 .....	Philadelphia, PA
10/24/19 - 10/25/19 .....	Washington, DC
11/21/19 - 11/22/19 .....	Washington, DC

# On-site Training

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# Equal Employment Opportunity



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# Equal Employment Opportunity Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
EEO-Its Place in the Federal Government Online	2	3	
EEO in the Federal Sector	1/2	3/4	5
Federal EEO Counseling	1	3	4/5
EEO Counseling Online	1	3	4/5
Special Emphasis Program Management	2	3/4	5
Roles and Responsibilities of EEO/Diversity Committee	2/3	4/5	5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

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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



# EEO - Its Place in the Federal Government — Online

**EEO7051A    6 Months    1.6 CEU    \$695**

Gain a basic understanding of federal equal employment opportunity (EEO): to whom it applies; the history of and need for the EEO program; what the federal EEO program encompasses; who is responsible for EEO; and the consequences of discrimination in the federal workplace.

- Content is enriched with video and other multimedia
- Blogs and discussion designed specifically for students
- Limited instructor assistance

**This course is part of the Human Resources Management Certificate Program, Level I, which can be completed entirely online.**

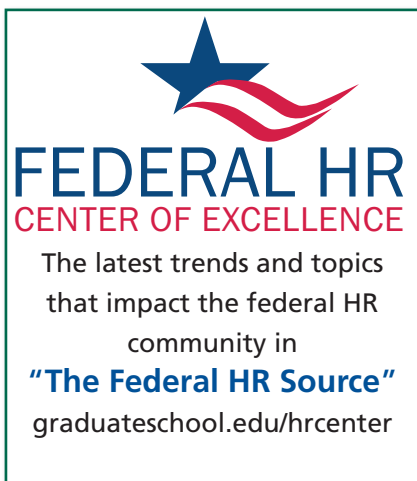
Enroll anytime in this online course. All materials supplied. Instructor-based study. Self-paced; take up to six months to complete the course.

## WHO SHOULD ATTEND?

Federal employees and supervisors, union officials, and EEO and administrative staff

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.



# EEO in the Federal Sector

**EEO7012D    3 Days    1.8 CEU    \$1,099**

Understand the key provisions of EEO laws as they affect federal employment. Learn about prohibited forms of discrimination; the federal EEO complaint process; techniques for identifying and avoiding workplace discrimination, harassment, and retaliation; and supervisory responsibility for affirmative employment in the federal sector.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Identify agency responsibilities for establishing and maintaining EEO and affirmative employment programs
- Discuss the history of EEO in the federal government
- Understand the role and responsibilities of EEO and HR practitioners in the EEO program
- Explain the rights and responsibilities of federal employees, supervisors, and managers under EEO regulations
- Recognize EEO's place in the agency and how it interfaces with HR management

## WHO SHOULD ATTEND?

All federal employees

## SESSION SCHEDULE

## LOCATION

2/12/19 - 2/14/19 .....	Washington, DC
3/12/19 - 3/14/19 .....	Washington, DC
4/9/19 - 4/11/19 .....	Washington, DC
5/14/19 - 5/16/19 .....	Washington, DC
6/11/19 - 6/13/19 .....	Washington, DC
7/9/19 - 7/11/19 .....	Washington, DC
8/13/19 - 8/15/19 .....	Washington, DC
8/27/19 - 8/29/19 .....	San Diego, CA
9/17/19 - 9/19/19 .....	Washington, DC
11/19/19 - 11/21/19 .....	Washington, DC

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# Federal EEO Counseling

EEOP7101D    4 Days    2.4 CEU    \$1,199

Prepare to be an effective EEO counselor. Practice the skills you need to counsel employees and handle complaints. Learn about the EEO counselor's roles and responsibilities and study the laws, regulations, and directives that govern federal EEO and the federal EEO complaint procedures. Discuss prohibited forms of discrimination, including disparate treatment, adverse impact, and reasonable accommodation.

## LEARNING OUTCOMES

- Explain the EEO process set forth in 29 C.F.R. Part 1614, emphasizing important time frames in the EEO process and the rights and responsibilities of parties
- Identify relevant issues, documents, and witnesses
- Attempt resolution of EEO complaint issues
- Prepare an EEO counselor's report
- Describe other procedures available to aggrieved persons
- Understand mixed-case processing issues, including the right of election, class complaints processing, and negotiated grievance procedures
- Describe available remedies, including compensatory damages, attorney's fees, and costs available to prevailing parties

## WHO SHOULD ATTEND?

Federal employees designated by their agencies to serve as EEO counselors on either a full-time or collateral basis, or those who need a refresher on the counseling process

## SESSION SCHEDULE

SESSION SCHEDULE	LOCATION
3/5/19 - 3/8/19 .....	Washington, DC
4/23/19 - 4/26/19 .....	San Diego, CA
6/4/19 - 6/7/19 .....	Washington, DC
7/30/19 - 8/2/19 .....	Washington, DC
8/13/19 - 8/16/19 .....	Washington, DC
8/27/19 - 8/30/19 .....	San Francisco, CA
11/5/19 - 11/8/19 .....	Washington, DC



# EEO Counseling — Online

EEOP7002A    6 Months    2.4 CEU    \$899

This course is designed to give Federal employees who are, or will be, EEO counselors a basic understanding of the equal employment opportunity (EEO) counseling process: who is covered by the Federal sector discrimination complaint process, the Federal EEO discrimination complaint process itself, and the role of the EEO counselor in the process.

- Instructor assistance and feedback on assignments
- Facilitated blogging and discussions

**This course meets EEOC's requirements for 32 hours of training for new counselors.**

## LEARNING OUTCOMES

- Describe the Federal EEO discrimination complaint process
- Describe the role of an EEO counselor
- Name the bases, issues, and theories of discrimination covered by EEO laws, Executive orders, and regulations
- Counsel employees, former employees, and applicants who allege discrimination
- Write a counselor's report

## WHO SHOULD ATTEND?

Federal employees who are, or have been, selected to be EEO counselors

## SESSION SCHEDULE

You have six months from the date of enrollment to complete the course.

# Special Emphasis Program Management

**EEOP8115D**    **3 Days**    **1.8 CEU**    **\$999**

Perform successfully as a Special Emphasis Program (SEP) manager. Learn about EEO and affirmative employment principles and how to develop strategies for managing and implementing SEP programs. Learn to identify employment barriers that impact your target group, allocate resources, conduct meetings, and sponsor appropriate SEP activities.

## LEARNING OUTCOMES

- Describe the goals and objectives of the Special Emphasis Program
- Describe the duties and responsibilities of the Special Emphasis Program Manager
- Understand EEO laws and guidelines governing your agency's EEO program
- Answer commonly asked questions about the EEO complaint process
- Perform an assessment of the EEO Program and recommend to management to meet Affirmative Employment Program (AEP) goals and objectives
- Implement the Special Emphasis Program plan
- Publicize and promote the Special Emphasis Program

## WHO SHOULD ATTEND?

EEO special emphasis program managers as well as others interested in developing a broader perspective on the different aspects of the federal EEO program

## SESSION SCHEDULE

## LOCATION

3/27/19 - 3/29/19 ..... Washington, DC  
5/7/19 - 5/9/19 ..... San Antonio, TX  
5/29/19 - 5/31/19 ..... Washington, DC  
7/30/19 - 8/1/19 ..... Washington, DC  
9/4/19 - 9/6/19 ..... Washington, DC

# Roles and Responsibilities of EEO/Diversity Committee

**EEOP8110D**    **2 Days**    **1.2 CEU**    **\$699**

Enhance the skills of the members of your equal employment opportunity (EEO) advisory committee. Identify the roles and responsibilities of committee members. Learn the EEO laws, regulations, and directives that govern the federal sector and acquire the skills you need to communicate and coordinate with top management regarding EEO and diversity issues.

## LEARNING OUTCOMES

- Explain the roles and responsibilities of a committee member
- Use group dynamics to develop effective EEO advisory committees
- Advise management on EEO-related issues
- Identify the laws, regulations, and directives that govern the federal sector
- Explain the EEO complaint process
- Discuss the basic concepts behind affirmative action and federal EEO affirmative action program planning
- Coordinate plans with Special Emphasis Program coordinators and/or managers

## WHO SHOULD ATTEND?

EEO advisory committee members, individuals with collateral EEO responsibilities, Special Emphasis Program managers, and EEO staff members

## SESSION SCHEDULE

## LOCATION

3/21/19 - 3/22/19 ..... Washington, DC  
5/30/19 - 5/31/19 ..... Washington, DC  
7/11/19 - 7/12/19 ..... Washington, DC  
9/5/19 - 9/6/19 ..... Washington, DC  
9/25/19 - 9/26/19 ..... Las Vegas, NV



# Sexual Harassment Prevention for Employees

EEOP7030D    1 Day    0.6 CEU    \$349

Sexual harassment is not only illegal, it detracts from workplace productivity and professionalism. Learn about sexual harassment trends in the federal workplace; the various types of sexual harassment; how to determine sexual harassment; the laws, policies, regulations, and guidance governing sexual harassment; and the process by which victims can address sexual harassment in the federal workplace.

## LEARNING OUTCOMES

- Define sexual harassment
- Identify sexually harassing situations
- Respond appropriately to sexually harassing behavior
- Differentiate between sexual harassment and sexual favoritism

## WHO SHOULD ATTEND?

All federal employees

## SESSION SCHEDULE

5/31/19 - 5/31/19 ..... Washington, DC  
7/12/19 - 7/12/19 ..... Washington, DC

## LOCATION

# Sexual Harassment Prevention for Supervisors

EEOP7031D    1 Day    0.6 CEU    \$349

Learn about the various types of sexual harassment and the kinds of behavior that may be interpreted as sexual harassment in the workplace. Recognize your role in preventing sexual harassment and your responsibilities when sexual harassment complaints are raised.

## LEARNING OUTCOMES

- Define sexual harassment and identify sexually harassing situations
- Identify the nature and extent of sexual harassment
- Differentiate between sexual harassment and sexual favoritism
- Identify agency actions to reduce sexual harassment
- Handle sexual harassment allegations
- Counsel potential complainants regarding their rights, the remedies available to them, and the discrimination complaint procedure

## WHO SHOULD ATTEND?

Federal supervisors, managers, and team leaders

## SESSION SCHEDULE

4/05/19 - 4/05/19 ..... Washington, DC  
6/28/19 - 6/28/19 ..... Washington, DC

## LOCATION



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# EEO for Supervisors and Managers

**EEOP8101D**    **2 Days**    **1.2 CEU**    **\$749**

Enhance your performance as a federal supervisor by understanding your role, responsibilities, and obligations in recruiting and maintaining a diverse workforce and in addressing and preventing discrimination, retaliation, and all forms of harassment. Learn what you need to know to be able to meet your EEO-related performance standards.

## LEARNING OUTCOMES

- Define management's role and responsibility in the EEO program
- Consider the impact of EEO laws when making decisions
- Take appropriate action when an EEO complaint is filed
- Recognize and implement practices that support EEO objectives
- Use the Special Emphasis Program to achieve EEO objectives
- Define, identify and take appropriate action in sexual harassment cases
- Demystify the affirmative action program
- Discuss proper job interview questions

## WHO SHOULD ATTEND?

Federal supervisors, managers, and team leaders, including military personnel who supervise civilian employees

## SESSION SCHEDULE

## LOCATION

4/18/19 - 4/19/19 .....	Washington, DC
6/6/19 - 6/7/19 .....	Washington, DC
7/30/19 - 7/31/19 .....	Las Vegas, NV
8/15/19 - 8/16/19 .....	Washington, DC
9/24/19 - 9/25/19 .....	Washington, DC



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# Employee Development



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# Employee Development Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Federal Employee Development	2	3	4/5
Instructional Design Essentials	1	3	4/5
Instructor Training	1	3/4	4/5
Briefing Techniques	1	3/4	4/5

<sup>1</sup> These rankings reveal how the learning outcomes of each course will be applied by the employee categories above.

<sup>2</sup> Courses not designed for HR practitioners are not included in the rankings.

<sup>3</sup> Definitions: OPM Technical Competencies and Proficiency Levels

## 1 = Awareness

- Applies the competency in the simplest situations
- Requires frequent guidance
- Demonstrates awareness of concepts and processes

## 2 = Basic

- Applies the competency in somewhat difficult situations
- Requires frequent guidance
- Demonstrates familiarity with concepts and processes

## 3 = Intermediate

- Applies the competency in difficult situations
- Requires occasional guidance
- Demonstrates familiarity with concepts and processes

## 4 = Advanced

- Applies the competency in considerable difficult situations
- Generally requires little or no guidance
- Demonstrates broad understanding on concepts and processes

## 5 = Expert

- Applies the competency in exceptionally difficult situations
- Serves as a key resource and advises others
- Demonstrates comprehensive, expert understanding of concepts and processes



# Federal Employee Development

**CDEV7007D**    **3 Days**    **1.8 CEU \$**    **1,99**

Gain a comprehensive understanding of the role of training and development in the management of human resources. Explore the impact of legal requirements and both OPM and agency policy guidance. Learn to use a systematic approach to improve individual and organizational performance. Recognize the importance of a continuous learning environment in the development of a high performing workforce.

**This course is part of the Certificates of Accomplishment in Human Resources Management.**

## LEARNING OUTCOMES

- Understand the evolving role of the HRD professional in the changing HRD environment
- Describe the learning organization
- Identify the connection between learning and performance
- Apply training needs assessment tools
- Recognize optional training formats, such as web-based instruction
- Know the specific training regulations and policies related to training and development
- Apply training policy to real organizational situations
- Learn the key components of career management

## WHO SHOULD ATTEND?

HR practitioners at all levels

## SESSION SCHEDULE

## LOCATION

3/5/19 - 3/7/19.....Washington, DC  
 4/9/19 - 4/11/19.....Washington, DC  
 5/8/19 - 5/10/19.....Washington, DC  
 6/19/19 - 6/21/19.....Washington, DC  
 7/17/19 - 7/19/19.....Washington, DC  
 8/20/19 - 8/22/19.....Washington, DC  
 9/17/19 - 9/19/19.....Washington, DC  
 11/5/19 - 11/7/19.....Washington, DC

# Instructional Design Essentials

**ADMB9006D**    **3 Days**    **1.8 CEU**    **\$849**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE

## LOCATION

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



# Instructor Training

**CDEV9001D**    **4 Days**    **2.4 CEU**    **\$1,199**

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

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

## SESSION SCHEDULE                      LOCATION

5/7/19 - 5/10/19.....Washington, DC  
 6/10/19 - 6/13/19.....Washington, DC  
 7/23/19 - 7/26/19.....Washington, DC

# Briefing Techniques

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

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

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

## LEARNING OUTCOMES

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

## WHO SHOULD ATTEND?

Anyone who wants to deliver clear and succinct briefings

## SESSION SCHEDULE                      LOCATION

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

# Personnel Suitability and Security



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# Personnel Suitability and Security Courses by OPM Proficiency Level<sup>1, 2, 3</sup>

Course Name	Entry Level GS-5/7/9	Full Performance Level GS-11/12	Expert/Manager GS-13+
Advanced Suitability Adjudication	3	3/4	4
Understanding the Personnel Security Program	1	2/3	3
Suitability Adjudication	2	3	3
Personnel Security Adjudication	2	3	3
Advanced Personnel Security Adjudication	3	3/4	4
Personnel Security and Suitability Adjudication	2	3	3
Fundamentals of Conducting a Personnel Security Interview	2	3	3

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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

# Advanced Suitability Adjudication

STAF9101D    2 Days    1.2 CEU    \$799

Update and refresh your suitability adjudication skills. Review the adjudication process, specific factors, and additional considerations covered by Office of Personnel Management (OPM) regulations, and OPM's "Issues Characterization Chart" so that you can make better decisions, avoid reversals on appeal, and safeguard the integrity, efficiency, and effectiveness of the federal service.

## COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

### To be admitted into this class, you must present:

- A valid federal ID verifying you are a federal employee, or pre-approval from OPM; AND
- A copy of OPM's Suitability Processing Handbook (dated September 2008).

You must obtain the Suitability Processing Handbook from your agency's Security Officer. Graduate School USA cannot provide the Handbook. If you have any questions, please email [customersupport@graduateschool.edu](mailto:customersupport@graduateschool.edu) prior to registration.

## LEARNING OUTCOMES

- Adhere to OPM processes
- Adjudicate Suitability cases using appropriate criteria and sufficient evidence
- Consider the impact of recent MSPB and U.S. Court of Appeals decisions on your suitability decisions

## WHO SHOULD ATTEND?

Adjudicators who are authorized by their agencies to handle suitability case processing and adjudication as delegated by OPM under Title 5 CFR, Part 731. Non-federal employees desiring to take this course must obtain OPM approval prior to registering. Contact [customersupport@graduateschool.edu](mailto:customersupport@graduateschool.edu) to initiate the pre-approval process.

## SESSION SCHEDULE

## LOCATION

1/17/19 - 1/18/19 ..... Washington, DC  
3/28/19 - 3/29/19 ..... Washington, DC  
5/16/19 - 5/17/19 ..... Washington, DC  
7/18/19 - 7/19/19 ..... Washington, DC  
9/19/19 - 9/20/19 ..... Washington, DC

# Understanding the Personnel Security Program

STAF8226D    2 Days    1.2 CEU    \$729

Learn the practices and procedures required to administer the Personnel Security Program from beginning to end, from properly filling out the initial Personnel Security forms to avoid rejections to the final security clearance or trustworthiness decisions.

## LEARNING OUTCOMES

- Manage the Personnel Security Program
- Follow the Adjudication Guidelines
- Review and evaluate the contents of investigative request packages
- Control investigative reports
- Determine requirements for granting security clearances
- Understand the Continuous Evaluation Program and know how to suspend access to sensitive information
- Know how and when to grant temporary security clearances
- Learn the due process procedures

## WHO SHOULD ATTEND?

Government and industry personnel who are in the position of Facility Security Officers, Personnel Security Specialists, ISSM or ISSOs, Physical Security Specialists, COMSEC Custodians, and security generalists

Prerequisite: Attendees must be U.S. citizens or naturalized U.S. citizens.

## SESSION SCHEDULE

## LOCATION

2/11/19 - 2/12/19 ..... Washington, DC  
4/8/19 - 4/9/19 ..... Washington, DC  
6/17/19 - 6/18/19 ..... Washington, DC  
7/23/19 - 7/24/19 ..... Washington, DC  
9/9/19 - 9/10/19 ..... Washington, DC



# Suitability Adjudication

**STAF8101D**      **3 Days**      **1.8 CEU**      **\$1,199**

Learn how to perform suitability screening and adjudication for Federal employment. Understand the statutory and regulatory requirements of Title 5 CFR, Part 731, and the criteria used to make suitability determinations. Apply the Office of Personnel Management's (OPM) methodology for designating position risk and model for making suitability determinations. OPM originally developed this course and has approved its content.

## COURSE ADMISSION REQUIREMENTS (NO EXCEPTIONS)

### To be admitted into this class, you must present:

- A valid federal ID verifying you are a federal employee, or pre-approval from OPM; AND
- A copy of OPM's Suitability Processing Handbook (dated September 2008).

You must obtain the Suitability Processing Handbook from your agency's Security Officer. Graduate School USA cannot provide the Handbook. If you have any questions, please email [customersupport@graduateschool.edu](mailto: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](mailto:customersupport@graduateschool.edu) to initiate the pre-approval process.

## SESSION SCHEDULE

## LOCATION

1/14/19 - 1/16/19.....	Washington, DC
2/20/19 - 2/22/19.....	Washington, DC
3/25/19 - 3/27/19.....	Washington, DC
4/23/19 - 4/25/19.....	Washington, DC
5/13/19 - 5/15/19.....	Washington, DC
6/11/19 - 6/13/19.....	Atlanta, GA
6/12/19 - 6/14/19.....	Washington, DC
7/15/19 - 7/17/19.....	Washington, DC
8/20/19 - 8/22/19.....	Washington, DC
8/27/19 - 8/29/19.....	San Francisco, CA
9/16/19 - 9/18/19.....	Washington, DC
9/17/19 - 9/19/19.....	Las Vegas, NV
11/19/19 - 11/21/19.....	Washington, DC
12/18/19 - 12/20/19.....	Washington, DC



# Personnel Security Adjudication

**STAF8215D**    **3 Days**    **1.8 CEU**    **\$799**

Learn to make solid personnel security determinations by applying the Federal Adjudication Guidelines mandated by Executive Order 12968. Understand the fundamentals of the personnel security program, including the history, laws, and regulations; personnel security investigations; the Adjudicative Guidelines; the disqualifying and the mitigating conditions of each guideline; and the process for making personnel security determinations.

## LEARNING OUTCOMES

- Explain and apply the Adjudicative Guidelines
- Analyze, evaluate, and act on information in the investigative report
- Follow the process for making a personnel security determination
- Identify issues requiring further investigation or determination
- Recognize the required procedures for unfavorable determinations
- Know what due process is and when to initiate it
- Adjudicate all investigative files objectively

## WHO SHOULD ATTEND?

Federal government and contractor personnel performing adjudicative functions

Prerequisite: Attendees must be U.S. citizens or naturalized U.S. citizens.

## SESSION SCHEDULE

## LOCATION

2/11/19 - 2/13/19 .....	Washington, DC
4/10/19 - 4/12/19 .....	Washington, DC
5/22/19 - 5/24/19 .....	Washington, DC
6/19/19 - 6/21/19 .....	Washington, DC
7/24/19 - 7/26/19 .....	Washington, DC
9/11/19 - 9/13/19 .....	Washington, DC
11/6/19 - 11/8/19 .....	Washington, DC

# Advanced Personnel Security Adjudication

**STAF9201D**    **2 Days**    **1.8 CEU**    **\$799**

Learn the advanced skills required to make final adjudicative determinations for security and trustworthiness eligibility, and also how to administer due process procedures when necessary. Discuss cases and issues personnel security adjudicators will encounter during their careers. Review personnel security investigations containing significant derogatory information, which provide an in-depth study of adjudication policy guidelines and the basis for and application of due process procedures in unfavorable personnel security and trustworthiness determinations. Discuss how to 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, pre-screeners in security office environments, both government and industry. Participants must have completed Personnel Security Adjudication (STAF8220D) and must be U.S. citizens.

## SESSION SCHEDULE

## LOCATION

2/14/19 - 2/15/19 .....	Washington, DC
4/15/19 - 4/16/19 .....	Washington, DC
6/5/19 - 6/6/19 .....	Washington, DC
8/7/19 - 8/8/19 .....	Washington, DC



# Personnel Security and Suitability Adjudication

STAF8220D    4 Days    2.4 CEU    \$899

Learn the basic purpose, intent, procedures, and application of the Personnel Security and Personnel Suitability Adjudication Programs in reaching potential security and trustworthiness determinations. Learn suitability determinations for federal government employment and contracting under 5 CFR 731, and for security clearance determinations under the Federal Adjudication Guidelines mandated by Executive Order 12968. Demonstrate your fundamental ability to research, analyze, weigh, decide, and act on given security and suitability information. Because this course is designed to impart the skills necessary to adjudicate in a security office, human resources office, or adjudication facility, it relies on practical exercises in class. These practical exercises assist you with your primary functions as adjudicator in identifying personnel security and suitability issues, and in making determinations with regard to the more frequent issues you encounter.

## LEARNING OUTCOMES

- Follow the process for making a personnel security or suitability determination
- Understand policy guidelines and their application in classroom cases
- Identify basic issues requiring further investigation or determination
- Adjudicate cases for security clearance eligibility under Executive Order 12968 and the Adjudication Guidelines
- Adjudicate cases for suitability for employment under 5 CFR 731
- Understand the importance of due process and when to initiate it

## WHO SHOULD ATTEND?

Federal government and contractor personnel serving as adjudicators or performing adjudicative-type functions at all grade levels

Attendees must be U.S. citizens.

SESSION SCHEDULE	LOCATION
2/25/19 - 2/28/19 .....	Washington, DC
5/7/19 - 5/10/19 .....	Washington, DC
5/14/19 - 5/17/19 .....	San Diego, CA
7/9/19 - 7/12/19 .....	Washington, DC
9/24/19 - 9/27/19 .....	Washington, DC

# Fundamentals of Conducting a Personnel Security Interview

STAF8203D    2 Days    1.2 CEU    \$649

Gain a general overview of the skill set required for conducting interviews for personnel security purposes. Designed for government and private industry personnel whose duties require conducting interviews of persons being considered for a position of trust or for access to classified information, this course informs you of the process of conducting personnel security interviews and reporting the results of those interviews. The main emphasis is on conducting subject interviews both for screening purposes and to resolve a known or developed issue. Learn adjudicative criteria in terms of development of all information necessary to resolve an issue.

## WHO SHOULD ATTEND?

Employees of federal, state, and local government agencies; contractors, or employees of private companies with personnel assigned to perform personnel security interview functions

Prerequisite: Attendees must be U.S. citizens or naturalized U.S. citizens.

SESSION SCHEDULE	LOCATION
6/19/19 - 6/20/19 .....	Washington, DC
9/9/19 - 9/10/19 .....	Washington, DC



# Employee Retirement



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## Mid-Career Retirement Planning (FERS Only Participants)

**BENE8120D**    **2 Days**    **1.2 CEU**    **\$549**

Improve your retirement outlook by obtaining important information now. Prepare a retirement readiness index and a financial plan. Learn how to optimize the contributions to your tax-deferred Thrift Savings Plan (TSP) retirement savings and investment account, and also your Federal Employees Retirement System (FERS) defined benefit contributory retirement account. Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement.

### LEARNING OUTCOMES

- Develop a realistic retirement plan
- Identify your retirement income needs and develop appropriate financial plans for your retirement
- Understand how your basic civil service annuity will be computed
- Make decisions regarding your federal health and life insurance benefits
- Identify TSP withdrawal options

### WHO SHOULD ATTEND?

Federal employees contributing to FERS who are interested in understanding the implications of benefits decisions made early in their careers.

Employees who anticipate retiring within the next ten years should take Pre-Retirement Planning (FERS Participants Only) (BENE7110D), or Pre-Retirement Planning for Law Enforcement and Firefighters (BENE721D).

Spouses are welcome to attend at no charge.

### SESSION SCHEDULE

### LOCATION

3/7/19 - 3/8/19.....	Washington, DC
5/9/19 - 5/10/19.....	Washington, DC
7/1/19 - 7/2/19.....	Washington, DC
8/12/19 - 8/13/19.....	Washington, DC
9/12/19 - 9/13/19.....	Washington, DC
10/10/19 - 10/11/19.....	Washington, DC

## Pre-Retirement Planning

**BENE7102D**    **2 Days**    **1.2 CPE**    **\$549**

Acquire the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Civil Service Retirement System (CSRS) and the Federal Employee Retirement System (FERS). Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement. Learn about Medicare and Thrift Savings Plan (TSP) withdrawal options. Receive an overview of financial, estate, and "life" planning.

### LEARNING OUTCOMES

- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Identify your federal health and life insurance benefits after retirement, as well as your entitlement to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by the Windfall Elimination Provision
- Identify TSP withdrawal options
- Identify your retirement income needs and develop appropriate financial plans for your retirement

### WHO SHOULD ATTEND?

Federal employees contributing to CSRS or FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

### SESSION SCHEDULE

### LOCATION

6/6/19 - 6/7/19.....	Washington, DC
8/1/19 - 8/2/19.....	Washington, DC

# Pre-Retirement Planning (CSRS Participants Only)

**BENE7120D**    **2 Days**    **1.2 CEU**    **\$549**

Acquire the information you need to make fully informed decisions about retirement. Learn how Civil Service Retirement System (CSRS) annuities are calculated and how your health and life insurance benefits carry over into retirement. Learn about Social Security, Medicare, and Thrift Savings Plan (TSP) withdrawal options. Gain an overview of financial and estate planning.

## LEARNING OUTCOMES

- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Determine whether you will be entitled to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by either the Windfall Elimination Provision or the Government Pension Offset
- Identify your federal health and life insurance benefits after retirement
- Identify TSP withdrawal options
- Identify your retirement income needs and develop appropriate financial plans for your retirement

## WHO SHOULD ATTEND?

Federal employees covered by CSRS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

## SESSION SCHEDULE

## LOCATION

3/11/19 - 3/12/19 .....	San Francisco, CA
3/25/19 - 3/26/19 .....	Washington, DC
5/22/19 - 5/23/19 .....	Washington, DC
7/22/19 - 7/23/19 .....	Washington, DC
8/12/19 - 8/13/19 .....	Atlanta, GA
9/19/19 - 9/20/19 .....	Washington, DC

# Pre-Retirement Planning for Law Enforcement and Firefighters

**BENE7201D**    **2 Days**    **1.2 CEU**    **\$549**

Obtain the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS). Learn how your health and life insurance benefits carry over into retirement, and also about Social Security, Medicare, and Thrift Savings Plan (TSP) withdrawal options. Receive an overview of financial and estate planning.

## LEARNING OUTCOMES

- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Understand how your annuity will be computed and what benefits will be payable to your survivors
- Decide whether you will be entitled to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by either the Windfall Elimination Provision or the Government Pension Offset
- Identify your federal health and life insurance benefits after retirement
- Identify TSP withdrawal options
- Identify your retirement income needs and develop appropriate financial plans for your retirement

## WHO SHOULD ATTEND?

Federal law enforcement officers or firefighters covered by either CSRS or FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

## SESSION SCHEDULE

## LOCATION

3/26/19 - 3/27/19 .....	Washington, DC
3/27/19 - 3/28/19 .....	Las Vegas, NV
5/21/19 - 5/22/19 .....	Washington, DC
5/22/19 - 5/23/19 .....	San Diego, CA
7/18/19 - 7/19/19 .....	Washington, DC
8/7/19 - 8/8/19 .....	Chicago, IL
9/17/19 - 9/18/19 .....	Washington, DC
9/18/19 - 9/19/19 .....	San Francisco, CA
9/25/19 - 9/26/19 .....	Atlanta, GA

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# Pre-Retirement Planning (FERS Participants Only)

**BENE7110D**     **2 Days**     **1.2 CPE**     **\$549**

Obtain the information you need to make fully informed decisions about retirement. Gain valuable retirement planning information related to the Federal Employee Retirement System (FERS). Learn how Social Security benefits are calculated, and how your health and life insurance benefits carry over into retirement. Learn about Medicare and Thrift Savings Plan withdrawal options. Receive an overview of financial and estate planning.

## LEARNING OUTCOMES

- Determine when you are able to retire and explain the major steps involved in the retirement application process
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Identify your federal health and life insurance benefits after retirement, as well as your entitlement to Social Security benefits, including Medicare, and how/whether your Social Security benefit will be affected by the Windfall Elimination Provision
- Identify your retirement income needs and develop appropriate financial plans for your retirement
- Identify TSP withdrawal options

## WHO SHOULD ATTEND?

Federal employees covered by FERS who are within 10 years of retirement. Employees who do not anticipate retiring within the next 10 years should take Mid-Career Retirement Planning, FERS Participants Only (BENE8120D).

Spouses are welcome to attend at no charge.

## SESSION SCHEDULE

## LOCATION

1/24/19 - 1/25/19.....	Washington, DC
2/20/19 - 2/21/19.....	Atlanta, GA
2/21/19 - 2/22/19.....	Washington, DC
3/13/19 - 3/14/19.....	San Francisco, CA
3/21/19 - 3/22/19.....	Washington, DC
4/10/19 - 4/11/19.....	Dallas, TX
4/25/19 - 4/26/19.....	Washington, DC
5/22/19 - 5/23/19.....	Washington, DC
6/5/19 - 6/6/19.....	Chicago, IL
6/27/19 - 6/28/19.....	Washington, DC
7/10/19 - 7/11/19.....	Seattle, WA
7/24/19 - 7/25/19.....	San Diego, CA
7/25/19 - 7/26/19.....	Washington, DC
8/14/19 - 8/15/19.....	Atlanta, GA
8/28/19 - 8/29/19.....	San Francisco, CA
8/29/19 - 8/30/19.....	Washington, DC
9/26/19 - 9/27/19.....	Washington, DC
10/24/19 - 10/25/19.....	Washington, DC
11/21/19 - 11/22/19.....	Washington, DC
12/19/19 - 12/20/19.....	Washington, DC