



APPRIO FEDERAL MANAGEMENT INSTITUTE

# Learning Solutions Catalog

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APPRIOINC.COM

APPRIO

Thought. Clarity. Performance.



## ★ Welcome to Apprio's Learning Solutions!

Apprio has designed, developed, and delivered quality learning solutions to the Federal Government for nearly 30 years. In just the last 10 years, we have:

- **Provided training solutions for over 120 federal agencies**
- **Successfully completed over 4,700 federal training contracts**
- **Trained over 120,000 federal employees**

As federal training needs evolved and changed, Apprio strategically expanded its base of training expertise and capabilities and introduced the Federal Management Institute (FMI) in 2009.

Apprio is dedicated to offering our clients a wide variety of affordable learning solutions. Our wealth of available learning programs, coupled with our talented team of instructors, subject matter experts, instructional designers, and program managers, enables our clients to focus on what they want, when, where and how they need it!

Thank you for considering Apprio for your professional development needs. Our team is available to help you select the best solution to meet and exceed your learning objectives.

Phone: (256) 799-0221  
apprioinc.com

**Apprio's Federal Management Institute Learning Solutions**  
7027 Old Madison Pike NW  
Suite 108-#6  
Huntsville, AL 35806

Apprio specializes in providing quality learning solutions to the Federal Government. Our sole vision is to support federal agencies and departments with innovative, effective, and efficient learning solutions that will help to enhance the performance of federal employees at all levels.

**OUR SERVICES INCLUDE:**

- 300+ Off-the-Shelf Course Library
- Customized Off-the-Shelf Courses
- New Course Development
- 4 Delivery Methods
- On-Site Programs
- Performance Support Tools
- Learning Portals with LMS
- Industry Publications
- Learning Events

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# Learning Solutions

## Off-the-shelf Courses

The Apprio course library consists of over 300 off-the-shelf courses in 8 subject categories designed to address specific federal training needs.

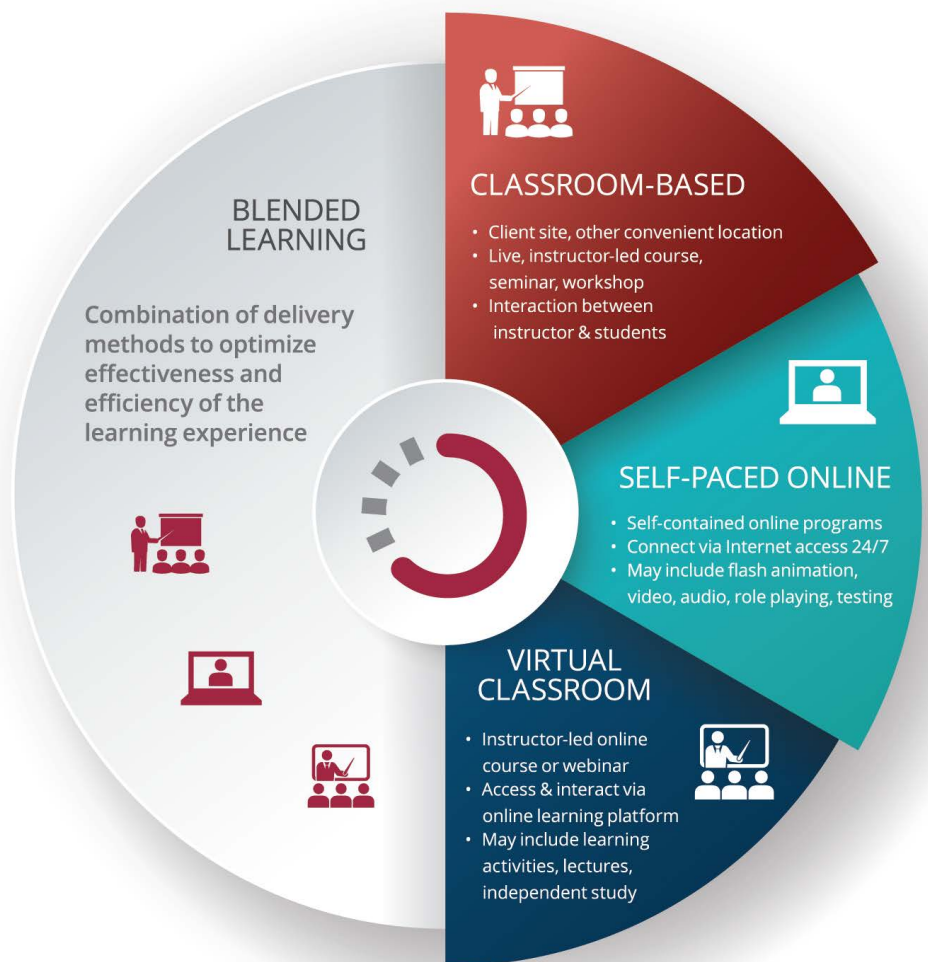
- Human Resources
- Labor & Employee Relations
- EEO & Compliance
- Management & Leadership
- Project Management
- Communications
- Business Skills
- Federal Retirement Planning

## Onsite Programs

Apprio can bring any of our learning programs to your site or location of choice. You choose the best time and location based on your team's schedule and workload. We will do the rest.

### On-site Benefits Include:

- Travel cost savings
- Lower program cost with group rates
- Minimal employee time away from the job



To discuss class schedule and calendar of events,  
**email [learningsolutions@apprioinc.com](mailto:learningsolutions@apprioinc.com)**  
**or call (256) 799-0221.**

# Custom Solutions

## Custom Off-the-shelf Courses

Off-the-shelf courses can be modified to include specific logos, themes, content, and materials. In addition, we can shorten, lengthen, or combine any of our courses to meet specific training needs.

## New Course Development

Apprio can design, develop, and deliver a program based on a unique learning need. Our team of subject matter experts, instructional designers, and instructors can help you determine how to meet your learning objectives by creating a successful learning solution using:

- **Our Content**
- **Your Content**
- **A Combination of Both**

## Performance Support Tools

Apprio can help to improve employee performance and quality of work by creating easily accessible tools and job aids that provide continuous learning in the workplace.

- **Process Flowcharts**
- **Video Procedures**
- **Reference Documents**
- **Quality Assurance Checklists**
- **Job Aids**
- **Operating Guidelines & Procedures**
- **Policies & Regulations**

## Coaching & Mentoring

Apprio can provide a coaching and/or mentoring program to help employees strengthen and gain skills and competencies strategically aligned with individual or organizational goals.

- **Coaching**
- **Executive Coaching**
- **Mentoring**

## Learning Portal w/ Learning Management System (IMS)

Apprio can build and implement a custom online learning portal with Learning Management System to deliver and manage all learning and professional development activity.

- **No Special Software Required**
- **Accessible via the Internet 24 Hours a Day, 7 Days a Week**
- **Help Desk Support**
- **Custom Course Library**
- **Reference Library, Document Repository**
- **Learning Plans, Job Competency Mapping**
- **Individual Learner Accounts**
- **Student/Instructor Message Boards & Chat Rooms**



# Human Resources

## INSTRUCTOR LED COURSES

### ★ Administrative Investigation and Report Writing

This course equips participants with the investigative tools, strategies, and techniques to identify central issues, develop key facts, construct effective lines of questioning, conduct a sound investigation, draw proper conclusions based on evidence, and draft a persuasive report.

**COURSE LENGTH:** 2 DAYS

### ★ Advanced Position Classification for Federal HR Practitioners

This course is designed to teach participants the role of the position classifier in developing position classifications, writing position descriptions, evaluating position descriptions, and complying with the Fair Labor Standards Act (FLSA).

**COURSE LENGTH:** 5 DAYS

### ★ Consulting Skills for HRM Professionals

This course enhances the participant's effectiveness as an organization's in-house consultant on human resource issues by teaching them to build partnerships, lead teams, establish personal credibility, improve communication skills, analyze problems, and use interest-based and group problem-solving techniques.

**COURSE LENGTH:** 2 DAYS

### ★ Determining Service Computation Dates (SCDs)

This course provides participants with the tools needed to determine what service is creditable for all of types of service computation dates and then reviews methods for calculating these dates.

**COURSE LENGTH:** 1 DAY

### ★ Developing Effective Performance Standards

This course equips participants with the tools needed to identify agency strategic goals, write standards for various performance levels, communicate performance expectations effectively, and create effective performance elements and measurable standards.

**COURSE LENGTH:** 1 DAY

### ★ Employee Benefits for Federal HR Professionals

This course equips participants with information on sources of benefits and entitlements and tools related to benefits and entitlements for federal civilian employees.

**COURSE LENGTH:** 2 DAYS

### ★ Federal Reduction in Force (RIF) Procedures

This course teaches participants the procedures for separating or downgrading an employee because of a reduction in force.

**COURSE LENGTH:** 3 DAYS

### ★ Federal Staffing and Placement

This course teaches participants techniques for articulating the relationship between staffing and other HR functions, conducting a job analysis, developing a vacancy announcement, and using the crediting plan approaches for identifying recruiting authorities.

**COURSE LENGTH:** 5 DAYS

### ★ Handling Conduct and Performance Problems

This course equips participants with the skills needed to distinguish between conduct and performance, select appropriate actions for performance problems, and select appropriate actions for handling misconduct.

**COURSE LENGTH:** 2 DAYS

### ★ Handling Difficult Workplace Behavior

This course helps participants understand the distinction between conduct and performance and select appropriate actions for handling misconduct.

**COURSE LENGTH:** 1 DAY

### ★ Managing Time, Attendance, and FLSA

This course equips participants with the skills for determining hours worked; calculating overtime, compensatory time, and compensation for travel time; and administering leave and attendance policies through compliance with the rules and regulations involving leave and attendance administration and the FLSA.

**COURSE LENGTH:** 1 DAY

★ **Pay Setting**

This course introduces participants to the regulations, provisions, and tools necessary to ensure that proper amounts and types of payments are made.

**COURSE LENGTH:** 2 DAYS

★ **Performance Management**

This course is designed to develop participants' skills using a systematic performance management process.

**COURSE LENGTH:** 2 DAYS

★ **Position Classification for Federal HR Practitioners**

This course helps participants understand the various aspects of position classification including the Classification Functional Standards, data collection, and the Classification Appeal Process.

**COURSE LENGTH:** 5 DAYS

★ **Position Classification for Federal Managers**

This course is designed to develop participants' position classification skills including identifying the proper series and grades, using the Classification Functional Standards, collecting data for classifying a position, and using the Classification Appeal Process.

**COURSE LENGTH:** 3 DAYS

★ **Position Management for Federal Employees**

This course provides a foundation that supports federal managers and supervisors in meeting their responsibilities for effective and efficient distribution of staff resources.

**COURSE LENGTH:** 2 DAYS

★ **Preventing Workplace Violence**

This course teaches participants the types and scope of violence in the workplace, methods for preventing or mitigating it, strategies for communicating to de-escalate, and suggestions for responding to and recovering from workplace violence.

**COURSE LENGTH:** 1 DAY

★ **Processing Personnel Actions**

This course is designed to strengthen participants' skills in completing personnel actions and determining service computation dates, retirement coverage, veterans' preference, and waiting periods for within-grade increases, probationary periods, and career tenure. Additionally, this course provides opportunities to practice completing *Notifications of Personnel Actions* (SF 50s).

**COURSE LENGTH:** 2 DAYS

★ **Qualifications Analysis**

This course helps participants develop the knowledge and skills necessary to perform a wide array of staffing functions including current staffing laws, regulations, rules, and procedures as they apply to job analysis, recruitment, qualifications analysis, and veterans' preference.

**COURSE LENGTH:** 2 DAYS

★ **Recognizing and Preventing Workplace Harassment**

This course equips participants with the tools and strategies necessary for identifying and preventing workplace harassment while increasing productivity and reducing the volume of complaints.

**COURSE LENGTH:** 4 HOURS

★ **Telework for Federal Employees**

This course acquaints participants with the benefits and challenges of teleworking and employee responsibilities in a teleworking environment.

**COURSE LENGTH:** 1 DAY

★ **Telework for Federal Managers**

This course explores benefits and challenges of teleworking, and strategies for addressing supervisory responsibilities and performance management.

**COURSE LENGTH:** 1 DAY

WEBINARS

- Conduct and Performance-Based Actions
- Dealing with Workplace Harassment
- Developing Elements and Standards
- Handling Misconduct
- Handling Performance Problems
- Leave and Attendance
- Overtime and Compensation
- Preventing Workplace Violence
- Rating and Rewarding Performance
- The Merit System and Prohibited Personnel Practices

VIRTUAL CLASSROOM

- Consulting Skills for HRM Professionals
- Determining Service Computation Dates
- Employee Benefits
- Federal Staffing & Placement
- Performance Management
- Position Classification & Position Management
- Processing Personnel Actions
- Qualifications Analysis



# Employee & Labor Relations

## INSTRUCTOR LED COURSES

### ★ ADR and Interest-Based Bargaining Techniques

This course familiarizes participants with strategies for determining when Alternative Dispute Resolution (ADR) is appropriate; applying ADR techniques as bargaining tools; developing communication, problem solving, and dispute resolution skills; establishing criteria for possible solutions; and understanding the rules and regulations regarding federal sector use of ADR.

**COURSE LENGTH:** 1 DAY

### ★ Advanced Statutory Training

This course equips participants with the tools and strategies for dealing successfully with labor relations in the workplace. Participants become familiar with bargaining, labor practices, and federal laws pertaining to these issues.

**COURSE LENGTH:** 2 DAYS

### ★ Arbitration Case Preparation and Trial Practice

This course teaches participants to develop a case strategy, apply contract interpretation principles, develop a direct and cross-examination strategy, prepare solid opening statements and closing arguments, and write effective briefs.

**COURSE LENGTH:** 4 DAYS

### ★ Consensual Methods of Dispute Resolution

This course is designed to introduce participants to the key aspects of conflict management and dispute resolution in the workplace. The course will focus on the types and causes of conflict, approaches to conflict resolution, the consensual decision making process, the application of interest-based problem solving, and alternative dispute resolution methods for conflicts that are difficult to resolve.

**COURSE LENGTH:** 1 DAY

### ★ Current Labor Relations Issues

This course familiarizes participants with strategies for understanding FLRA rationale, tools for analyzing new precedents, approaches for advising clients, and strategic labor relations issues.

**COURSE LENGTH:** 2 DAYS

### ★ Dispute Mediation

This course teaches participants the strategies for assisting parties and individuals conflict resolution, tools for mediating a dispute, and techniques for assisting the parties and individuals to move from conflict to resolution.

**COURSE LENGTH:** 3 DAYS

### ★ Employee Relations for Practitioners

This module equips participants with strategies for dealing with performance and conduct.

**COURSE LENGTH:** 3 DAYS

### ★ Employee Relations for Supervisors

This course provides supervisors with tools necessary to effectively manage real-life employee relations situations, handle and take appropriate action with conduct and performance issues, develop family-friendly programs and initiatives, and use the employee assistance and other employee programs.

**COURSE LENGTH:** 2 DAYS

### ★ Handling ULPs Effectively

This course teaches participants to analyze unfair labor practice charges, identify key features of the charges, identify technical and substantive defenses, develop winning defensive theories, prepare for hearings, and effectively deal with FLRA agents and attorneys.

**COURSE LENGTH:** 1 DAY



## ★ How to Present a ULP Case at a Hearing

This course teaches participants the strategies for investigating ULP cases, techniques for preparing for a hearing, approaches for conducting a hearing, methods for the post-hearing stage, and regulations regarding ULPs.

**COURSE LENGTH:** 2 DAYS

## ★ Labor Relations for Practitioners

This course helps participants understand the key functions, players, and definitions related to the Labor Management Relations (LMR) practitioner field.

**COURSE LENGTH:** 3 DAYS

## ★ Labor Relations for Supervisors

This course provides participants with an outline of the Federal Labor Relations Program structure and operation and an introduction to the basic rights and responsibilities of employees, the union, and management under the Labor-Management Relations Law.

**COURSE LENGTH:** 2 DAYS

## ★ Mediation Overview

This course teaches participants the basic principles involved in mediation, the difference between mediation and other forms of Alternative Dispute Resolution (ADR), and techniques for establishing a program.

**COURSE LENGTH:** 1 DAY

## ★ Negotiating Labor Agreements

This course helps participants learn the key features and steps of negotiating labor agreements in the federal sector including the context for collective bargaining in the federal sector, approaches for preparing for bargaining, procedures for bargaining, strategies for post negotiation, and statutes regarding collective bargaining in the federal sector.

**COURSE LENGTH:** 1 DAY

## ★ Resolving Conflict in the Workplace

This course equips participants with strategies and techniques for resolving conflict using five approaches to conflict resolution, relationship approaches, on-target communication, counters for manipulative behaviors, and Alternative Dispute Resolution (ADR).

**COURSE LENGTH:** 1 DAY

## WEBINARS

- Alternative Dispute Resolution
- Communicating with Bargaining Unit Employees
- Conflict and Relationship Approaches
- FLSA Coverage
- Handling Labor Grievances
- Handling ULPs
- How to Manage Under a Labor Agreement
- Interest-Based Problem Solving
- Making Changes or Improvements to Working Conditions
- Managing Workplace Conflict
- Mediation Skills
- The Supervisor's Role in Labor Relations

## VIRTUAL CLASSROOM

- Employee & Labor Relations
- Leveraging Multicultural & Multigenerational Differences



# EEO/Compliance

## INSTRUCTOR LED COURSES

### ★ Diversity Awareness

This course equips participants with the tools necessary for recognizing and respecting workplace diversity, promoting a diverse and productive workplace, communicating effectively across cultures, and managing bias.

**COURSE LENGTH:** 1 DAY

### ★ EEO Case Analysis

This module teaches participants the procedure for processing an EEO complaint, the acceptance or rejection of a complaint, types of discrimination and defenses, burdens of proof and evidence, approaches to EEO case analysis, and regulations related to EEO.

**COURSE LENGTH:** 2 DAYS

### ★ EEO for Supervisors

This course provides supervisors with an understanding of federal anti-discrimination laws, their roles and responsibilities in preventing discrimination, and techniques for creating a workplace that provides fair and equitable treatment in personnel actions.

**COURSE LENGTH:** 1 DAY

### ★ Managing and Retaining Employees with Disabilities

This course teaches participants the legal requirements for hiring and retaining employees with disabilities, methods for handling requests for reasonable accommodations, techniques for working with employees with different types of disabilities, and tools for managing the performance and conduct of employees with disabilities.

**COURSE LENGTH:** 1 DAY

### ★ Managing Cultural Diversity

This course equips participants with the tools and strategies necessary for effectively managing a diverse workforce while increasing productivity and reducing the volume of discrimination complaints.

**COURSE LENGTH:** 1 DAY

### ★ MSPB Case Preparation and Trial Practice

This course equips participants with knowledge of strategies for preparing a case for presentation before the Merit System Protection Board (MSPB), techniques for taking care of prehearing matters, approaches for presenting a case before the MSPB, and methods for filing an appeal to an MSPB ruling.

**COURSE LENGTH:** 4 DAYS

## ★ Reasonable Accommodations

This course equips participants with strategies for initiating and processing requests for reasonable accommodation, techniques for evaluating accommodations and for denying accommodation for undue hardship, approaches for working with people with different types of disability, and knowledge of regulations and laws regarding reasonable accommodations.

**COURSE LENGTH:** 4 HOURS

## ★ Suitability Adjudication

This course teaches participants strategies for identifying and screening suitability issues and identifying intentional material falsification, techniques for handling objection/pass over requests, position risk and nexus considerations, debarment referrals, and merit fraud and tools for conducting basic suitability adjudication; determining jurisdiction; and creating proposed action, final decision letters, and regulations regarding suitability.

**COURSE LENGTH:** 3 DAYS

## ★ The No FEAR Act

This course familiarizes participants with the basics of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act); tools for identifying prohibited forms of employment discrimination; methods for filing EEO complaints; and rules, regulations, and laws regarding discrimination.

**COURSE LENGTH:** 4 HOURS

## WEBINARS

- Accommodating Individuals with Disabilities
- Diversity Management
- Hiring Issues and Options for Individuals with Disabilities
- Managing Cultural Diversity
- The No FEAR Act
- The Supervisor's Responsibilities in EEO
- Working with People with Different Types of Disabilities



# Management & Leadership

## INSTRUCTOR LED COURSES

### ★ Aspiring Federal Leader

The Aspiring Federal Leader course is designed to help new leaders acquire the skills they need to be effective leaders. The course provides the knowledge and skills-base essential to establishing a solid leadership foundation.

**COURSE LENGTH:** 2 DAYS

### ★ Basic Building Blocks for Teamwork

The Basic Building Blocks for Teamwork course equips participants with the strategies for managing and resolving conflict, identifying the characteristics of an effective team, listening actively, and eliciting feedback.

**COURSE LENGTH:** 1 DAY

### ★ Constructing High Performing Teams

The Constructing High Performing Teams course explores team player styles, development models, mission statements, process skills, leadership, problem solving strategies, consensual decision making, characteristics of an effective team, stages of team development, and team leadership styles.

**COURSE LENGTH:** 1 DAY

### ★ Effective Leadership Skills

The Effective Leadership Skills course introduces participants to the tools and strategies necessary for understanding various leadership theories, building and sustaining teams, developing others, listening actively, and giving and receiving feedback.

**COURSE LENGTH:** 1 DAY

### ★ Federal Supervisory Skills

The Federal Supervisory Skills course is designed to help supervisors and managers acquire the skills they need to make effective Human Resource Management decisions and support the Human Capital Assessment and Accountability Framework (HCAAF). The course provides the knowledge and skills-base necessary to establish a solid foundation for making human resource management decisions and supports federal managers and supervisors in meeting critical human resource management competencies.

**COURSE LENGTH:** 3 DAYS

### ★ Leadership Competencies

The Leadership Competencies course introduces participants to the tools and strategies necessary to effectively demonstrate executive competencies, lead others through transition and change, build and sustain teams, coach others, actively listen, and give and receive feedback.

**COURSE LENGTH:** 1 DAY

### ★ Management Competencies

The Management Competencies course equips participants with the tools and strategies necessary to effectively demonstrate executive competencies, lead others through transition and change, build and sustain teams, coach others, actively listen, and give and receive feedback.

**COURSE LENGTH:** 3 DAYS

### ★ Managing High Performing Teams

The Managing High Performing Teams course develops participants' understanding of exemplary leadership practices, situational leadership, team communication, conflict management, problem solving, and decision making.

**COURSE LENGTH:** 1 DAY

### ★ Managing in a Changing Environment

The Managing in a Changing Environment course equips participants with the tools and strategies necessary to effectively lead during times of change, expand their strategies for managing and mitigating resistance to change, and develop strategies for responding to the negative impacts of change on performance.

**COURSE LENGTH:** 4 HOURS

## ★ New Federal Supervisor

The New Federal Supervisor course is designed to help new supervisors acquire the skills they need to make effective Human Resource Management decisions. The course provides the knowledge and skills-base essential for establishing a solid foundation for making human resource management decisions and supports federal supervisors in meeting critical human resource management competencies.

**COURSE LENGTH:** 3 DAYS

## ★ Performance Coaching

The Performance Coaching course helps participants strengthen their coaching skills by focusing on the attributes of a good coach, studying the various ways that employees learn, and developing good communication and feedback techniques.

**COURSE LENGTH:** 1 DAY

## ★ Strategic Human Capital Management

The Strategic Human Capital Management course equips participants with an understanding of the techniques and key components of Strategic Human Capital Management planning.

**COURSE LENGTH:** 2 DAYS

## ★ Strategic Planning under the GPRA

The Strategic Planning under the GPRA course improves participants' strategies for employing the fundamental principles of the strategic planning process and tools for designing a strategic plan for your division or work group.

**COURSE LENGTH:** 2 DAYS

## ★ Strategies for Developing Your Employees

The Strategies for Developing Your Employees course strengthens participants' strategies for identifying employee development needs, techniques for addressing different learning styles and adult learning characteristics, and methods for coaching and delegating for employee development.

**COURSE LENGTH:** 1 DAY

## ONLINE

- Coaching and Mentoring in the Workplace
- How to Coach
- Introduction to Leadership
- Leaders and Work-Life Balance
- Leading and Managing Change
- Leading Teams
- Managing in a Modern Organization
- Managing People
- The Manager's Toolbox: Business Nuts and Bolts
- The Manager's Toolbox: Compliance Challenges
- The Manager's Toolbox: Handling Conflict
- The Manager's Toolbox: Morale and Inspiration
- The Manager's Toolbox: New Leader Challenges
- The Manager's Toolbox: New Manager Challenges
- The Manager's Toolbox: Performance Challenges

## WEBINARS

- Building Your Team
- Coaching for Improved Performance
- Employee Development
- Giving and Receiving Effective Feedback
- Leadership Theories
- Leading Change
- Monitoring Performance and Giving Feedback
- Risk Management
- Team Development
- Working with Diverse Team Player Styles



# Business Skills

## INSTRUCTOR LED COURSES

### ★ Adapting to a Changing Environment

The Adapting to a Changing Environment course helps participants understand the process of change and expand their adaptive skills.

**COURSE LENGTH:** 1 DAY

### ★ Analytical Thinking

The Analytical Thinking course is designed to strengthen participants' abilities to solve problems and make decisions using analytical thinking.

**COURSE LENGTH:** 1 DAY

### ★ Collaborative Problem Solving

The Collaborative Problem Solving course is designed to help participants acquire the skills they need to create solutions to problems by providing a framework for stakeholders to look at problems from various perspectives, separate interests from positions, and make decisions in which everybody wins.

**COURSE LENGTH:** 1 DAY

### ★ Creative Thinking

The Creative Thinking course equips participants with the techniques needed to stimulate creative thinking through brainstorming, mind mapping, free association, assumption smashing, and six thinking hats.

**COURSE LENGTH:** 1 DAY

### ★ Customer Service in Government

The Customer Service in Government course strengthens participants' skills for providing exceptional customer service, dealing appropriately with difficult customer behavior, and using feedback to continuously improve the service they provide.

**COURSE LENGTH:** 1 DAY

### ★ Decision Making Techniques

The Decision Making Techniques course is designed to help participants determine who should make a decision, assess risks associated with conclusions, and generate a verdict using a consensus decision making model.

**COURSE LENGTH:** 4 HOURS

### ★ Developing Interpersonal Relationships

The Developing Interpersonal Relationships course helps participants understand the strategies necessary to communicate well with others, manage conflict, and promote the positive impact of diversity in the workplace.

**COURSE LENGTH:** 1 DAY

### ★ Effective Problem Solving

The Effective Problem Solving and Decision Making course is designed to help participants identify problems, determine the accuracy and relevance of information, generate and evaluate potential solutions, and evaluate the impact and implications of decisions.

**COURSE LENGTH:** 1 DAY

### ★ Exceptional Customer Service

The Exceptional Customer Service course is designed to help participants understand customers and customer expectations, learn strategies for continuously improving their customer service skills so as to provide exceptional customer service, and develop strategies for using customer feedback systems for increased customer service.

**COURSE LENGTH:** 4 HOURS

## ★ Handling Difficult Customer Situations

Handling Difficult Customer Situations course helps participants develop their skills for dealing appropriately with difficult customer behavior while equipping participants with the tools necessary to overcome impediments that often contribute to difficult customer situations.

**COURSE LENGTH:** 4 HOURS

## ★ Honing Your Analytical Skills

The Honing Your Analytical Skills course is designed to help participants determine who should make a decision, generate decisions using an analytical approach to decision making, and assess risks associated with decisions.

**COURSE LENGTH:** 4 HOURS

## ★ Managing Risk

The Managing Risk course introduces participants to the identification, analysis, planning, tracking, control, and communication steps of the risk management process.

**COURSE LENGTH:** 1 DAY

## ★ Mastering Your Circle of Influence

The Mastering Your Circle of Influence course improves participants' personal and organizational effectiveness by developing their ability to persuade others, tempering their assertiveness with diplomacy, overcoming resistance in others, and winning concessions without damaging relationships.

**COURSE LENGTH:** 1 DAY

## ★ Resume Writing

The Resume Writing course equips participants with strategies for selecting a resume type, formatting and organizing a resume, and using a systematic set of steps for creating a resume and techniques for completing automated applications.

**COURSE LENGTH:** 1 DAY

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## ONLINE

- An Overview of Marketing
- An Overview of Sustainable Management
- Business Ethics in the 21st Century
- Corporate Social Responsibility
- Creativity in Teams and Organizations
- Effective Negotiations
- Financial Planning and Control
- How to Read a Financial Statement
- Innovation in Teams and Organizations
- Introduction to Business Statistics
- Introduction to Critical Thinking
- Introduction to Finance
- Marketing Planning
- Measuring Sustainable Management Performance
- Personal Creativity
- Sustainable Management: Leadership Ethics
- Time Management
- Time Value of Money and Risk
- Triple Bottom Line Accounting
- Understanding and Managing Budgets

## WEBINARS

- Change Management
- Change Resistance and Resiliency
- Collaborative Problem Solving
- Consensus Decision Making
- Decision Making Strategies
- Elements of Creative Thinking
- Exceptional Customer Service
- Managing Difficult Customer Situations



# Communications

## INSTRUCTOR LED COURSES

### ★ Business Writing

The Business Writing course is designed to strengthen participants' business writing skills by equipping participants with the tools and strategies necessary to deepen their understanding of government and business writing formats while strengthening their business writing skills.

**COURSE LENGTH:** 1 DAY

### ★ Communicating Effectively

The Communicating Effectively course is designed to strengthen participants' skills as effective oral and written communicators by equipping participants with the tools and strategies necessary to develop and deliver effective oral presentations; identify and overcome communication barriers; provide feedback; engage in ethical communication; plan, organize, and edit written documents; correctly produce memoranda; and use email appropriately.

**COURSE LENGTH:** 1 DAY

### ★ Technical Writing

The Technical Writing course equips participants with strategies for planning, organizing, and revising written documents and techniques for applying various writing styles, formats, and approaches including identifying and addressing the audience.

**COURSE LENGTH:** 1 DAY

### ★ Technical Writing Workshop

The Technical Writing Workshop course develops participants' strategies for making pre-writing decisions, determining the cost of improper writing, and applying three types of reviews during the editing process.

**COURSE LENGTH:** 1 DAY

### ★ The Art of Listening

The Art of Listening course is designed to improve participants' active listening and feedback skills by teaching them techniques of effective listening, tools for applying a wide range of active listening skills, and methods for eliciting and listening to feedback.

**COURSE LENGTH:** 1 DAY

### ★ The Competent Communicator

The Competent Communicator course introduces participants to message development and structure, topic research, supportive argument development, audience analysis, and techniques for responding to audience feedback.

**COURSE LENGTH:** 1 DAY

### ★ Writing for Effectiveness

The Writing for Effectiveness course equips participants with an understanding of verbal versus non-verbal communications; an understanding of letter formats versus memoranda; tools for using appropriate grammar, punctuation marks, proper sentence structure, tone, and degree of politeness; and techniques for planning to write, editing, proofreading, and producing effective revisions.

**COURSE LENGTH:** 1 DAY ONLINE

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## ONLINE

- Effective Business Writing
- Effective Presentations

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## WEBINARS

- Active Listening
- Communication Skills
- Cross-Cultural Communication
- Effective Communication
- The Art of Oral Communication



# Project Management

## INSTRUCTOR LED COURSES

### ★ Project Management

The Project Management course provides participants with techniques for using a systematic lifecycle approach for managing projects and documenting short- and long-term project goals; tools for breaking complex projects into component parts, developing realistic and appropriate project timelines, and overseeing project performance in terms of quality and quantity; and methods for developing and maintaining a project team, documenting project planning, and implementing and controlling projects.

**COURSE LENGTH:** 3 DAYS

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### ONLINE

- 60 PDU Project Management Course Bundle
  - Agile Certified Practitioner (PMI-ACP) Exam Prep
  - Agile Certified Practitioner (PMI-ACP) Practice Exams and Exam Strategies
  - Agile Team Challenges
  - Effectively Managing Project Stakeholders
  - Emotional Intelligence for Project Managers
  - Ethics for Project Managers
  - High Performing Agile Teams: An Agile Transformation Video Course
  - Integrating Agile and Waterfall Practices
  - Introduction to Agile
  - Managing Real World Projects
  - Project Management for Information Technology
  - Project Management Team Leadership
  - Project Risk Management: PMI-RMP Exam Prep
  - Quality Management Basics
  - The Agile Team: An Agile Transformation Video Course
- ### PMP Courses (5th Edition)
- PMP 1: Introduction to Project Management
  - PMP 2: Project Processes and Project Integration Management
  - PMP 3: Project Scope Management
  - PMP 4: Project Time Management
  - PMP 5: Project Cost Management
  - PMP 6: Project Quality Management
  - PMP 7: Project Human Resource Management
  - PMP 8: Project Communications Management
  - PMP 9: Introduction to Project Risk Management
  - PMP 10: Project Procurement Management
  - PMP 11: Project Stakeholder Management
  - PMP 12: PMP Practice Exams & Exam Strategies



# Retirement Planning

## INSTRUCTOR LED COURSES

### ★ Mid-Career Retirement Planning Seminar

The Mid-Career Retirement Planning Seminar course equips participants with an understanding of retirement eligibility, social security benefits, survivor benefits, post-retirement health and insurance coverage, regulations regarding the Thrift Savings Plan, retirement plans and annuities, and post-retirement quality of life.

### ★ Pre-Retirement Planning Series for Federal Employees (CSRS and FERS)

The Pre-Retirement Planning Seminar course equips potential retirees with an understanding of retirement eligibility, various benefits, insurance options, estate planning, investing, work options, and post-retirement quality of life.

### ★ Retirement Planning for New Federal Employees

The Retirement Planning for New Federal Employees course provides participants with an understanding of the terminology, criteria, and calculations regarding their retirement eligibility; social security benefits; regulations regarding the Thrift Savings Plan (TSP), taxes, and estate planning issues; and tools for making decisions regarding asset allocation, risk, investing, Individual Retirement Accounts (IRAs), and annuities.

# Human Resources (HR) Certificate Program

Apprio's Human Resources Certificate program is designed to educate federal HR practitioners on the knowledge and skills needed to perform successfully in their positions. This program includes courses in 8 categories.

CEUs for each course are awarded by George Mason University.

## THE APPRIO HR CERTIFICATE PROGRAM ENCOMPASSES THE FOLLOWING SUBJECT AREAS:

- ★ Consulting Skills for HRM Professionals
- ★ Employee Benefits for HRM Professionals
- ★ Employee Relations for Practitioners
- ★ Federal Staffing & Placement
- ★ Labor Relations for Practitioners
- ★ Pay Setting
- ★ Position Classification for Federal HR Practitioners
- ★ Position Management for Federal Employees

See the individual course descriptions under the Human Resources section or visit our website for more information.



## LEARNING EVENTS

Throughout the year, Apprio hosts a variety of learning events. Consider attending one of our informative symposiums, teleconferences, mini-conferences, or seminars. These events are designed so that you can have access to the most current industry information, tools, and best practices within your reach. Each program is led by Apprio Instructors and/or guests from government agencies and other organizations.



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