



# About Us



## Our Mission

Partner and collaborate with employers to advance regional economic growth and business competitiveness through education, training, and services that contribute to continuous workforce improvement.

## What We Do

The Division of Workforce & Economic Advancement staff at College of the Canyons is composed of highly experienced team members who collaborate with regional employers to provide education, training, and employment services for businesses in multiple industry sectors. We engage with businesses to gain a thorough understanding of their most pressing and urgent workforce development and educational needs and deliver the programs that meet those needs.

## Who We Serve

We have provided customized employee training solutions and consulting services to more than 500 regional companies. Those businesses look to College of the Canyons for innovative solutions that enhance business competitiveness, productivity, and organizational efficiencies, giving them a competitive edge in today's global economy. We have extensive experience working with employers in aerospace, distribution, healthcare, logistics, manufacturing, technology, and transportation.

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Additional courses may be available. For information, please contact: [Jocey.Hogan@canyons.edu](mailto:Jocey.Hogan@canyons.edu)

# Advanced Technology

Design. Elevate. Transform.

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# Mastercam® Lathe Design & Toolpaths

## 88 Hours

### COURSE OBJECTIVES

- ◆ Perform basic lathe turning using C & Y axis
- ◆ 3D basic modeling and creating tool paths
- ◆ Path a CAD model from an outside source

### Course Description

Mastercam is a computer-aided manufacturing (CAM) software program used by manufacturing professionals, such as machinists and computer numerical control (CNC) programmers. Users of this highly-specialized CAM software can produce mechanical drawings of machine parts, learn how to operate CNC lathes and mills, and create 3-dimensional wire frame models.

This class covers the basics and functionality of Mastercam for lathe design and toolpaths. Participants will learn programming, toolpaths, and many other features and benefits of the power of Mastercam.



### Course Content

- Geometry creation in wire and solids
- Operations Manager setting up stock and chucks
- Toolpathing of wire and solids
- Live toolpaths including C and Y axis
- Stock transfer for sub spindle
- Stock flip for same spindle

### Prerequisites

- Basic computer skills
- Two (2) years of machine shop experience
- If the course is online, each participant must have access to a Windows computer, either a desktop or laptop, (no shared computer with other participants) and a reliable internet connection. Familiarity with computers is assumed (creating, downloading, saving files, etc.)

### Who Should Attend

Machinists, CNC Programmers, and others who want to learn the features and benefits of Mastercam.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Beginning Mastercam®

## 88 Hours

### COURSE OBJECTIVES

- ◆ 2D work and 3D basic modeling
- ◆ Toolpath for VMC and HMC mills
- ◆ Work with source CAD models

### Course Description

Mastercam is a computer-aided manufacturing (CAM) software program used by manufacturing professionals, such as machinists and computer numerical control (CNC) programmers. Users of this highly-specialized CAM software can produce mechanical drawings of machine parts, learn how to operate CNC lathes and mills, and create 3-dimensional wire frame models.

This class covers the basics and functionality of Mastercam and points out the differences between older versions and the latest version of Mastercam. Students will learn programming, toolpaths, and many other features and benefits of the power of the newly-released Mastercam.

### Course Content

- A hands-on overview of the basics of using Mastercam to draw and program basic parts
- All new dynamic toolpaths with better control of tool engagement
- A realistic approach to handling model files from outside CAD systems and how to program them
- Introduction to solids and new enhancements design tools added (Model Prep)
- How to bring your part in and use the WCS efficiently to program your part
- Intro into the new configurations and layout of the new system (all new look and feel)



- Intro to the proper use of tools and holders, along with use of tool libraries
- Learn the appropriate use of Stock Models
- Learn the new tools and enhancements within Mastercam's latest release

### Prerequisites

- Basic computer skills
- Two (2) years of machine shop experience
- If the course is online, each participant must have access to a Windows computer, either a desktop or laptop, (no shared computer with other participants) and a reliable internet connection. Familiarity with computers is assumed (creating, downloading, and saving files, etc.)

### Who Should Attend

Machinists, CNC Programmers, and others who want to learn the basic features and benefits of Mastercam.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Advanced Mastercam®

## 88 Hours

### COURSE OBJECTIVES

- ◆ Learn how to operate CNC lathes and mills
- ◆ Generate a range of 3D Parts Using a Single File
- ◆ Draw & program complex parts in 3D space

### Course Description

Mastercam is a computer-aided manufacturing (CAM) software program used by manufacturing professionals, such as machinists and computer numerical control (CNC) programmers. Users of this highly-specialized CAM software can produce mechanical drawings of machine parts, learn how to operate CNC lathes and mills, and create 3-dimensional wire frame models.

Mastercam users can easily generate streamlined tool paths, optimized tool axis tilt for higher feed rates, longer tool life and surface finish, and optimized Z axis depth cuts as well as driving non-cutting operations such as the specification of probing motions.



### Course Content

- Surface and Solid Creation
- 3D Surface Programming
- 4 Axis Programming

- Basic understanding of 5 axis
- Use of Dynamic Toolpaths
- How to use Model Prep
- High Speed Tool Paths Stock Model for programming

### Prerequisites

- Three (3) months prior use of Mastercam
- Two (2) years machining background
- If the course is online, each participant must have access to a Windows computer, either a desktop or laptop, (no shared computer with other participants) and a reliable internet connection.

Familiarity with computers is assumed (creating, downloading, saving files, etc.)

### Who Should Attend

Machinists, CNC Programmers, and others who want to learn the advanced features and benefits of Mastercam.



Certificate Programs include additional post-course resources:

- On demand lessons to reinforce key skills
- Best practice skill refreshers
- Articles offering practical tips and tactics

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Beginning SolidWorks®

## 88 Hours

### COURSE OBJECTIVES

- ◆ Create Mechanical Drawings of Assembly
- ◆ Basics of multiple drawing & modification commands
- ◆ Create 3D solid models and assemblies

### Course Description

SolidWorks® is the worldwide industry leader in affordable 3-D feature based parametric solid modeling software for mechanical design and engineering. SolidWorks utilizes an intuitive windows user interface, one of the best in the industry, and is based on the powerful Parasolid® kernel. Professionals all over the world are discovering the portability, shorter learning curve, and expanded power and capability of SolidWorks.

In this course participants will learn how to create solid models using SolidWorks®. Participants will learn solid modeling, assembly and sub-assembly modeling, and the creation of engineered drawings from those components and assemblies. The course will take the students from beginner to intermediate users preparing them for the CSWA SolidWorks® Associate Certification.

### Course Content

#### The Feature-based Parametric Modeling Environment

- Setting up the design options and configuration
- Customizing SolidWorks® for your application
- Principles of feature based modeling

#### Beginner Solid Modeling Techniques

- Application of applied feature
- Using guide paths and pierce relations for complex lofts and sweeps
- Editing and modifying solid models.

#### Creating Assemblies

- Bringing parts into an assembly
- Using assembly mating relations
- Strategy for design intent model planning
- Sketching and parametric dimensioning techniques
- Model building using 3-D projection techniques

- Creating hole features
- Editing solid features
- Application Project
- Testing mating relations
- Exploding and collapsing the assembly
- Application Project

### Creating Engineering Drawings and Detailing

- Using drawing templates and sheet formats
- Creating standard views from the solid model
- Adding detail auxiliary views
- Dimensioning and adding notes
- Inserting a Bill of Material (BOM)
- Geometric Tolerancing
- Application Project

### Prerequisites

- Participant must be familiar with using a computer
- If the course is online, each participant must have access to a Windows computer, either a desktop or laptop, (no shared computer with other participants) and a reliable internet connection. Familiarity with computers is assumed (creating, downloading, and saving files, etc.)

### Who Should Attend

Manufacturing, design, and engineering professionals and others who want to develop skill and speed in applying feature based parametric modeling principles and techniques using SolidWorks.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Advanced SolidWorks®

## 88 Hours

### COURSE OBJECTIVES

- ◆ Create 3D solid models
- ◆ Advanced use of multiple drawing and modification commands
- ◆ Create 3D assemblies

### Course Description

SolidWorks® is the worldwide industry leader in affordable 3-D feature based parametric solid modeling software for mechanical design and engineering. SolidWorks® utilizes an intuitive windows user interface, one of the best in the industry, and is based on the powerful Parasolid® kernel. Professionals all over the world are discovering the portability, shorter learning curve, and expanded power and capability of SolidWorks®.



This training program is tailored for experienced manufacturing, design, and engineering professionals who need to develop skill and speed in applying feature based parametric modeling principles and techniques to create complex 3-D solid models and prepare fully dimensioned engineering drawings using SolidWorks®. Students will also learn how to apply separate modules in sheet metal design, weldments, and surfacing/plastic molds for potential 3-D Printing prototypes, and/or injection molding. This class will also cover methodology in design assemblies and how to utilize third party modeled off-the-shelf components, combined with tables, charts, and the Machinery's Handbook to facilitate rapid prototyping and accuracy in design.

### Course Content

- Multi-body Solids
- Sheet Metal Design
- Weldment Design
- Advanced Tools in Assembly
- Design for Manufacture (DFM)
- Understanding Top-Down Design
- Solid-Surface Hybrid Modeling
- Surface Modeling
- Master Model Techniques
- Creating Engineered Drawings for Sheet Metal Assemblies and Weldments

### Prerequisites

- Completion of Beginning SolidWorks® OR 12 Months of SolidWorks® and print reading daily usage
- If the course is online, each participant must have access to a Windows computer, either a desktop or laptop, (no shared computer with other participants) and a reliable internet connection. Familiarity with computers is assumed (creating, downloading, saving files, etc.)

### Who Should Attend

Experienced manufacturing, design, and engineering professionals and others who want to develop advanced skill and increased speed in applying feature based parametric modeling principles and techniques using SolidWorks®.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Intro to Coordinate Measuring Machine (CMM) Operation & Programming with Zeiss Calypso

28 Hours

## COURSE OBJECTIVES

- ◆ CMM operation and programming basics
- ◆ Interpret object blueprints
- ◆ Ability to take accurate measurements

## Course Description

A coordinate measuring machine (CMM) measures the surface area of three-dimensional objects. These machines are often used during the inspection phase in the manufacturing process. Participants in this class will learn how to interpret object blueprints and program the CMM to take accurate measurements.



## Course Content

- Setting up base alignments
- Importing solid models to Calypso
- Programming CMM from imported solid models
- Establishing features and characteristics
- Inspection strategies
- Setting up stylus systems
- Printing out inspection reports

## Prerequisites

- Completion of Blueprint Reading and GD & T classes is strongly recommended



## Who Should Attend

Inspectors, operators, engineers, quality professionals, and others interested in learning about the programming and operation of CMMs.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person.

# Computer Numerical Control (CNC) Programming Course

80 Hours

## COURSE OBJECTIVES

- ◆ Learn CNC Programming for modern manufacturing
- ◆ Learn G-code/M-code, cutter selection
- ◆ Learn speeds and feeds for materials

## Course Description

Participants learn CNC Programming and how it is applied to modern manufacturing including G-code/M-code, cutter selection, speeds and feeds for materials and other relevant techniques and processes.



## Course Content

- Understanding Cartesian Coordinates and how they relate to toolpath programming
- Knowledge of Workholding
- Use of measuring tooling: micrometers, calipers (digital/dial), bore gauges, etc.
- Learning Back-plotting Software for writing and verifying tool paths
- Simple point-to-point and Complex toolpath programming – usage of G & M codes in creating a program
- G-codes for Axis Movement
- G-codes for Machine Setup
- G-codes/Canned Cycles for Hole Making and Milling
- M-codes for Machine Functions
- More complex G-code programming
- Common speed and feed for materials
- Axis Position Addresses
- Additional Addresses

## Prerequisites

Ability to read Blueprints and able to use common measuring tools such as micrometers, calipers, etc. Some prior machining experience helpful.

## Who Should Attend

Machinists, Engineers, and others who want to improve their ability in CNC Programming.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Supply Chain Management /APICS

Create Seamless Flows & Superior Results.



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# APICS Essential Inventory Control Skills

21 Hours

## COURSE OBJECTIVES

- ◆ Learn inventory management terms, concepts, systems
- ◆ Preparation for (CPIM) certification Exams
- ◆ Apply inventory management practices to current job

### Course Description

This course focuses on universally accepted inventory planning and control processes and systems used by Stockroom and Inventory Management professionals: The concepts presented in this course are applicable to managing inventory in all Manufacturing, Service, and Distribution companies. All terms and concepts taught in this course are based on the APICS Body of knowledge and taught by ASCM Recognized Instructors.

### Topics and Course Content

#### Purpose & Function of Inventory (PIM-3)

- Five functions of inventory
- Elements of inventory cost, Inventory valuation

#### Inventory Replenishment Management (PIM-4)

- Inventory replenishment methods and objectives
- Order point, safety stock, and EOQ

#### Inventory Measurement & Control (PIM-5)

- ABC Inventory Control
- Inventory Accuracy Tool Kit
- Measuring Inventory Performance

#### Lean Inventory (PIM-7)

- Lean concepts and practice
- Lean techniques

#### Warehouse Management (PDL-7)

- Basic functions and objectives of warehousing
- Warehouse operations
- Warehouse performance measurements

#### Packaging & Materials Handling (PDL-8)

- Warehouse design, layout, capacity planning
- Material handling, storage, and picking

### Learning Goals and Results

Students will learn basic terms, concepts, systems, and best practices used by Inventory Management and Stockroom professionals that can immediately be used in performing their current job and/or used to prepare for their next job opportunity. The terminology and concepts learned in this course will also aid students in preparing for the APICS Production & Inventory Management (CPIM) Certification exams.

### Prerequisites

It is strongly recommended that students have a basic knowledge or some experience in inventory activities. If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.

### Who should attend

This course is ideal for both new and experienced employees whose job deals with planning and controlling inventory including: stockroom personnel, shipping and receiving employees, material handlers, inventory planners, cycle counters and other inventory control associates who want to hone their job skills and gain practical knowledge in the field of Stockroom and Inventory Management.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Certified Logistics, Transportation, & Distribution (CLTD)

48 Hours

## COURSE OBJECTIVES

- ◆ Confidently be recognized as a logistics expert
- ◆ Bring new ideas to your workplace
- ◆ Expand your outlook on the logistics fields
- ◆ Stay current with global logistics trends & developments

## Course Description

This course provides participants with a comprehensive body of knowledge, best practices and standards for those in the logistics, transportation and distribution industries. The APICS CLTD class prepares individuals for the CLTD Exam. Only 1 exam is required to become certified in CLTD.

This class meets the needs of both professionals and employers around the world by reducing the impact of industry skills gaps as well as assisting employers in developing the personnel needed to meet customer demand and impact bottom-line results.

This course provides local and global logistics fundamentals, planning and strategy within the supply chain, transportation modes, packaging, handling and carrier selection are included. Distribution strategies are covered as are facilities location, layout and risk management.

The course offers a classroom-based, instructor-led educational opportunity for people new to logistics, transportation or distribution or those with experience to gain additional insight and expand their knowledge base. Participants gain practical, essential skills that lead to greater effectiveness and productivity in the workplace.

The **APICS CLTD** class prepares individuals for the **CLTD Exam**



### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Certified Logistics, Transportation, & Distribution (CLTD)

48 Hours

## Course Content

Course is divided into 9 modules and includes access to the on-line Learning System, Quizzes, Case studies and Exam preparation materials.

1. Logistics and Supply Chain Overview covers logistics fundamentals, strategy within the supply chain, and logistics planning
2. Capacity Planning and Demand Management covers understanding how requirements are generated and managed for Distribution facilities.
3. Order Management covers how to react to effectively handle the orders that come to you.
4. Inventory Management covers inventory replenishment, storage, and handling techniques
5. Warehouse Management includes warehousing strategy, LEAN logistics, warehouse management and packaging.
6. Transportation covers fundamentals of transportation including modes, routing, carrier selection, and documentation.
7. Global Logistics Considerations include Infrastructure, regulatory framework, customers, payment options, currency and tax.
8. Logistics network design includes Facilities location, layout and risk management
9. Reverse Logistics & Sustainability covers topics of current interest in handling returns and current sustainability topics.

## Prerequisites

No prerequisites for this course. **Note:** If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

This course is designed for logistics, transportation and distribution professionals and practitioners who seek to gain practical knowledge and job skills for immediate application in the workplace. It will prepare learners for additional professional development and certification. This course is especially useful for:

- Logistics managers/engineers
- Supply chain logistics managers
- Traffic managers
- Transportation/fleet managers
- Warehouse operations/distribution managers
- Reverse logistics managers and their employees in these areas.



# Certified Supply Chain Professional (CSCP) Program

48 Hours

## COURSE OBJECTIVES

- ◆ Boost productivity, collaboration and innovation
- ◆ Positively affect lead times, inventory, productivity
- ◆ Effectively manage worldwide supply chain activities

## Course Description

This educational program was created to meet the rapidly changing needs of the supply chain management field.

From manufacturing to service industries, regardless of whether a company is serving businesses or consumer markets, is for profit or not-for-profit, the increasingly important role of supply chain management is affecting all organizations. Customers already expect good quality at low prices, and speed of delivery is becoming more important. As a result, effective supply chain management has become essential in successfully competing in today's global marketplace.

The CSCP Prep Program takes a broad view of the field, extending beyond internal operations to encompass all the steps throughout the supply chain—from the supplier, through the company, to the end consumer—and provides you with the knowledge to effectively manage the integration of these activities to maximize a company's value chain.

If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.

## Benefits of the CSCP Program

- Learn to boost productivity, collaboration and innovation
- Discover how to positively affect lead times, inventory, productivity and bottom-line profitability

- Understand how to manage the integration and coordination of activities to achieve reduced costs and increase efficiencies and customer service
- Gain the knowledge to effectively and efficiently manage worldwide supply chain activities





# Certified Supply Chain Professional (CSCP) Program

48 Hours

The **CSCP Program** improves your company's competitive position and **PROFITABILITY**

## Included with the course:

- Comprehensive reading materials, a printed set of the Power-Point slides used during class discussion and web-based, interactive study tools and practice questions in one mobile-friendly program... the printed materials are available in digital format to be read on any phone, tablet or laptop.
- Access for 1 year to the CSCP Learning Systems, an on-line, interactive study tool which aims to make it easier for students to master the concepts necessary to obtain certification. An extensive selection of online content is available through the learning systems, offering resources such as: pre- and post-exams, a Smart Study tool to help students plan their studies, quizzes for each section within the books, videos teaching course content and also exam preparation strategies, flash cards, and a "final" exam comprised of exam questions that mimics the certification test experience.

## CSCP Certification Exam Eligibility Requirements

Candidates must have an approved eligibility application on file in order to sit for the APICS CSCP exam. The exam is an additional cost not included in this training program.

More information about the CSCP Certification Examination is available at:

<https://www.ascm.org/learning-development/certifications-credentials/cscp/exam-process/#VA>

## Who should pursue the CSCP education and designation?

The CSCP program is for professionals in operations and supply chain management. This designation is ideal for you if you are:

- Interested in gaining a greater depth of knowledge and understanding in the areas of supplier and customer
- A professional who is consulting or teaching supply chain functions.
- Working with enterprise resources planning (ERP) systems.

The CSCP program will help you advance your career while giving you the foundation to improve your company's competitive position and profitability.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.




**CSCP**  
CERTIFIED SUPPLY CHAIN PROFESSIONAL



**ETI** EMPLOYEE TRAINING INSTITUTE



# APICS CPIM (Certified in Planning & Inventory Management)

64 Hours



## Learning Goals and Results

- Increase inventory accuracy and reduce inventory
- Improve forecasting
- Improve the S & OP process
- Manage and apply capacity resource planning
- Work more productively with your company's ERP system

## Recommended Prerequisites

Although there are no formal prerequisites for this course, experience in Supply Chain, such as Operations, Inventory, Planning, or Procurement would be beneficial.

This is a college level course that provides in-depth Planning and Inventory Management knowledge. This class and materials can stand alone as a valuable professional development tool, however for those preparing to achieve certification designation by passing the exam, a minimum of an additional 100 hours of self-study using the included learning system is highly recommended.

## Who Should Attend

This course would be of interest to a Supply Chain professional wanting to enhance career opportunities up to Management level and beyond.

Professional development is highly valued by employers. Employees with just one certification, certificate or credential earn 17% more than those without. APICS certification is particularly in demand, as people with at least one APICS certification earn 25% more than those without.

Additionally, more than just a supply chain degree is needed to increase one's value in the field. Professionals with a BA in supply chain and an APICS certification earn 18% more\* than those with a supply chain BA alone.

\*2022 ASCM Supply Chain Salary and Career Report

# CPIM

CERTIFIED IN PLANNING AND INVENTORY MANAGEMENT

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## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# APICS Essentials of Operations and Supply Chain Management

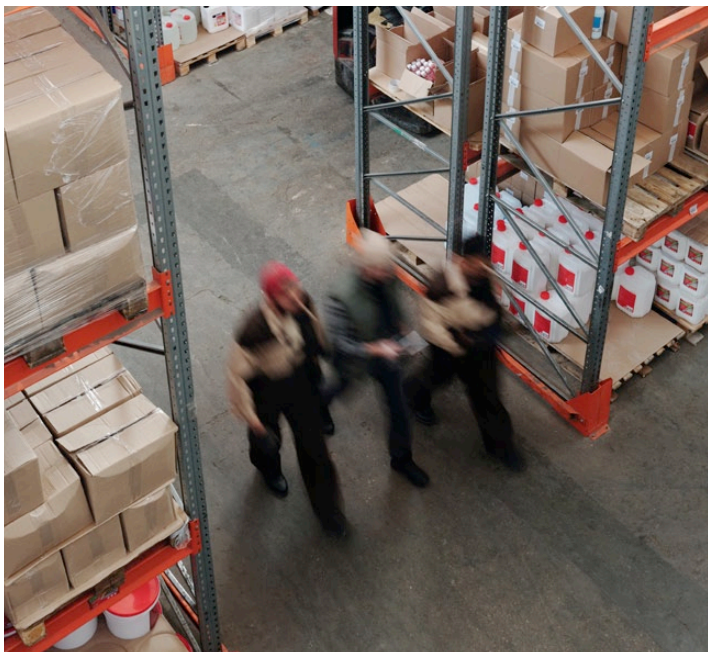
33 Hours

## COURSE OBJECTIVES

- ◆ Learn Operations & Supply Chain Management terms, concepts and systems
- ◆ Preparation for APICS Certification exams
- ◆ Apply Skills & practices to current job

## Course Description

The introductory course addresses the fundamental principles and practices of Operations and Supply Chain and business processes and systems. Major topics covered in this course include: Demand Management, Sales and Operations Planning, Master Production Scheduling, Material Planning (MRP), Capacity Planning, Inventory Management and Control, Production Planning and Control, Purchasing, and Lean Management practices. Students will be introduced to accepted APICS Body of Knowledge concepts and terminology. While this class is not designed as an APICS Certification preparation course it provides a strong foundation for students to prepare for the CPIM Part 1 and 2 Certification exams.



## Topics and Course Content

### Demand Management Principles and Practices (POP-4)

- Forecast performance / error
- MAD and Standard Deviation
- Customer Relationship Management CRM

### Fundamentals of Sales and Operations Plan (POP-5)

- S & OP Process
- MTS vs MTO Planning (inventory vs backlog)
- S & OP policy and procedures

### Master Scheduling Foundations (POP-8)

- Relationship of MPS with S & OP planning
- Master scheduling mechanics
- Available to promise ATP

### Basics of Material Planning (PMM-4)

- Dependent and independent demand
- MRP inputs and outputs
- MRP mechanics

### Capacity Planning and Management (PMM-7)

- Relationship between priority and capacity planning
- Capacity Requirements Planning CRP
- Managing over / underloads

### Fundamentals of Inventory Management (PIM-2)

- Inventory management objectives and strategy
- Function and purpose of inventory
- Inventory trade off decisions

### Fundamentals of Purchasing (PIM-8)

- Purchasing Function and its relationship to the rest of the organization
- Activities and responsibilities of purchasing.
- Buyer/planner concept/role

# APICS Essentials of Operations and Supply Chain Management

33 Hours



## Introduction to Distribution & Logistics (PDL-2)

- Supply and Distribution Channel structure
- Distribution function roles and activities
- Logistics strategy

## Lean Production Management (PMM-10)

- Lean concepts
- Lean plant layout and scheduling (pull vs push)
- Lean tools and techniques

## Process Improvement and Performance (PMO-9)

- Process improvement methods and tools
- Six sigma quality
- Balanced scorecard

## Learning Goals and Results

On completion of the course students will be able to:

- Explain fundamentals concepts related to Operations and Supply Chain Management
- Be familiar with the terminology of Operations and Supply Chain Management
- Complete simple exercises demonstrating their understanding of the subject matter
- Apply the skills and practices that they have learned to their own jobs and companies
- Develop the foundation for taking APICS exams.

## Prerequisites

If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection. It is strongly recommended that students have some experience or knowledge in the field of supply chain and operations management activities (ie Production and Inventory Control, Purchasing, Demand Management, Sales and Operations Planning, Master Production Scheduling, Material Planning (MRP), Capacity Planning, Lean, etc.)

## Who should attend

This course is developed for Operations and Supply Chain professionals and practitioners who want to gain practical knowledge and skills that can be applied immediately in jobs and that will prepare them for additional professional development and certification. Planners, Buyers, Master Schedulers, Demand Planners, Production Planners, Material Planners, Production and Inventory control coordinators, cost accountants, Quality Control personnel, and others who are involved in the day-to-day activities of operations and supply chain management.



## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# APICS Essential Purchasing Skills for Buyers

32 Hours

## COURSE OBJECTIVES

- ◆ Learn purchasing basic terms, concepts, systems
- ◆ Preparation for (CPIM) Certification exams
- ◆ Apply purchasing best practices to current job

## Course Description

This course addresses the basic functions performed by buyers and purchasing employees and defines Purchasing's relationship with the rest of the organization and its impact other business functions. In this course students will be exposed to best practice purchasing and sourcing strategies. All terms and concepts taught in this course are based on the APICS Body of knowledge.

## Topics and Course Content

### Fundamentals of Purchasing (PIM-8)

- Purchasing Function, categories, and responsibilities
- Purchasing's role and interface with other business functions
- Buyer/planner concept/role
- Financial Impact of Purchasing
- Legal Aspects of Purchasing, Terms & Conditions

### Sourcing Strategies (PIM-9)

- Strategic vs Tactical sourcing strategy
- Single vs multiple sourcing strategy
- Make or buy (outsourcing)
- Spend Analysis and cost avoidance

### Material Planning MRP (PMM-4 & 5)

- MRP mechanics and logic
- MRP inputs and outputs
- Working with MRP action messages
- Re-planning

### Legal Aspects of Purchasing

- Agency law and contracts
- Terms & Conditions

## Learning Goals and Results

Students will learn basic terms, concepts, systems, and best practices used by Purchasing professionals that can immediately be applied in performing their current job and/or used to prepare for a next level job opportunity. The terminology and concepts learned in this course will also aid students in preparing for the APICS Production & Inventory Management (CPIM) Certification exams.

## Prerequisites

If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection. It is strongly recommended that students have a basic knowledge or some experience with Purchasing activities.

## Who should attend

The course is ideal for new and intermediate level Buyers, Buyer/Planners, Sourcing Specialists, Source Inspectors, Accounts Payable Clerks, and other employees directly associated with purchasing, who want to hone their job skills and gain practical knowledge in the field of Procurement.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# APICS Essential Skills for Planners

27 Hours

## COURSE OBJECTIVES

- ◆ Improve Forecasting
- ◆ Achieve CPIM Certification
- ◆ Increase Inventory Accuracy

### Course Description

This course focuses on standard planning and control processes and systems used by Production & Inventory Control professionals in manufacturing companies including: Production and Material Planning & Control (MRP), Inventory Planning & Control, and Capacity Planning & Control (CRP). All terms and concepts taught in this course are based on the APICS Body of knowledge.

### Topics and Course Content

#### Fundamentals of Inventory Management (PIM-2)

- Inventory management objectives and strategy
- Function and purpose of inventory
- Inventory trade off decisions

#### Advanced Scheduling (PMM-9)

- MRP vs Lean scheduling (push vs pull)
- Resolving schedule conflicts
- Managing bottleneck work centers TOC

#### Purpose and Function of Inventory (PIM-3)

- Five functions of inventory
- Elements of inventory costing and valuation
- Impact of inventory on financials and cash flow

#### Product Structures (PMM-3)

- Structuring BOM's
- Importance of Bill of Material accuracy
- Routing and work center data

#### Managing with MRP (PMM-5)

- MRP explosion, netting and offsetting
- Working with MRP action messages
- MRP performance measurements

#### Material Planning MRP (PMM-4)

- Dependent and independent demand
- MRP inputs and outputs
- MRP mechanics

#### Capacity Management (PMM-7)

- Relationship between priority and capacity planning

- Capacity Requirements Planning CRP
- Managing over / underloads

#### Production Activity Control PAC (PMM-8)

- Linkage between PAC and planning system
- PAC scheduling and control activities
- PAC data management and feedback

### Learning Goals and Results

Students will learn basic terms, concepts, systems, and best practices used by Production and Inventory Control and Planning professionals that can immediately be applied in performing their current job and/or used to prepare for a next level job opportunity. The terminology and concepts learned in this course will also aid students in preparing for the APICS Production & Inventory Management (CPIM) Certification exams.

### Prerequisites

If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection. It is strongly recommended that students have a basic knowledge or some experience with Purchasing activities.

### Who should attend

This course is ideal for both new and experienced Production/Inventory Control employees (Production Control Supervisors, Production Planners, Material Planners, Capacity Planners, Planner/Buyers, Schedulers, Expeditors and Coordinators), and other P & IC associates who want to hone their job skills and gain practical knowledge in the field of Production & Inventory Control and Planning.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Supply Chain Planning Certificate

## 21 Hours

### COURSE OBJECTIVES

- ◆ Trace the Flow of Planning
- ◆ Support Synchronous Planning
- ◆ Link Business Strategy to Plans

### Course Description

A Certificate course covering planning at all levels of the organization.

Synchronization is critical to fast, accurate production and delivery. By engaging all parts of the business, professionals can align planning processes and enable their supply chain organizations to experience significantly fewer disruptions. ASCM's Supply Chain Planning Certificate program introduces these essential planning fundamentals and clearly explains how to integrate all planning functions within a company.

### Course Content

- Synchronized Planning
- Strategic Planning–Business Planning
- Strategic Planning–Demand Planning and S & OP
- Tactical Planning–Master Scheduling/MRP
- Operations Execution–Purchasing and Production Activity Control, APS
- Distribution and Logistics Planning

### Learning Goals and Results

After completing the program, the participant will have the knowledge to:

- Trace the flow of planning from business plan to execution
- Link business strategy to company plans
- Interpret and manage the master production schedule
- Interpret and manage the material requirements plan
- Help advance sales and operations planning meetings
- Identify technologies to support synchronous planning

- Create a channel tree design for a distribution system
- Determine order and reorder points
- Contribute to production and control activities

### Prerequisites

There are no formal prerequisites for this course, but experience in supply chain, such as in operations, inventory, planning, or procurement would be beneficial.

### Who should attend

This course will be of interest to those who wish to further their careers by obtaining a signed certificate and digital badge from the Association of Supply Chain Management (ASCM), including those that are considering Planning careers or have a few years' experience and are looking to expand their career options in Supply Chain Management or wish to stand out in a competitive job market.

It will also be of interest to those that wish to gain education from ASCM, which is generally accepted as the gold standard in Supply Chain education, training, and development, or as a first step by those who wish to achieve ASCM certifications such as a CPIM or a CSCP.



### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Supply Chain Procurement Certificate Fundamentals of Purchasing & Procurement

21 Hours

## COURSE OBJECTIVES

- ◆ Sourcing Strategies
- ◆ Purchasing and Procurement Fundamentals
- ◆ Contract Management and Negotiations

## Course Description

A Certificate course covering procurement at all levels of the organization.

The Supply Chain Procurement Certificate program is a foundational education program designed to help both entry-level and experienced supply chain professionals expand their procurement knowledge and skills. The program provides an overview of procurement fundamentals, sourcing strategies, supplier relationship management, negotiations, evaluation metrics, and more.

## Course Content

- Fundamentals of Purchasing and Procurement
- Sourcing Strategies
- Purchase Order Management and Performance Measurement
- Contract Management and Negotiations
- Sustainability and Ethical Sourcing
- Procurement Evaluation Metrics and Intelligent Supply Chains

## Learning Goals and Results

After completing the program, the participant will have the knowledge to:

- Develop a strategic sourcing strategy
- Establish effective procurement policies
- Effectively score supplier capabilities and select optimal suppliers
- Engage in more effective contract management negotiations
- Trace the purchase order flow from requirements identification to purchase order close-out
- Review supplier and internal procurement organization performance using data and metrics
- Engage in sustainable and ethical sourcing

## Prerequisites

There are no formal prerequisites for this course, but experience in supply chain, such as in operations, inventory, planning, or procurement would be beneficial.

## Who should attend

This course will be of interest to anyone in your organization who is in any way involved with the procurement function, directly or indirectly. This includes purchasing, quality engineering, materials management, marketing and finance employees who wish to further their formal knowledge in procurement and obtain a signed certificate and digital badge from the Association of Supply Chain Management (ASCM). It is also intended for anyone who is considering a new career in procurement or someone who has experience in the field and is looking to expand their career options and stand out in a competitive job market.

It may also be of interest to anyone who wishes take the first step in furthering their Supply Chain Management knowledge and professional development by attaining an ASCM CPIM, CSCP and/or CLTD certification. ASCM certifications are generally recognized as the gold standard in Supply Chain Management education.



## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Business Skills

Skills for Success. Strategies for Growth.



# Attention to Detail

## 8 Hours

### COURSE OBJECTIVES

- ◆ Define “attention to detail”
- ◆ Identify detail oriented tools and techniques
- ◆ Optimize your “attentional battery” resources

### Course Description

This training course will provide participants with a systematic approach for developing attention to detail skills in areas such as task accuracy, written communications, editing, and data entry. Participants will learn strategies to reduce human error while improving overall effectiveness and productivity. Participants will also acquire the skills to optimize their “attentional battery” resources to stay focused while completing tasks and activities.



### Benefits

- Improve focus and concentration for increased accuracy
- Increased thoroughness for improved productivity and quality
- Fewer mistakes in work-related tasks and activities
- Reduce frustrations for you and your coworkers

### Course Content

- Define the meaning of “attention to detail”
- Describe the type of errors and mistakes as well as costs related to low attention to detail within your organization
- Describe the 5 fundamental skills for attention to detail
- Describe strategies to optimize your “attentional battery” resources
- Explain the difference between fixing and solving the problem
- Describe how to properly identify the root causes of errors and mistakes
- Identify tools and techniques for you, your department, and organization to become more detail oriented

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to improve their focus and concentration and produce error-free results.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Business Writing – Level 1

## 24 Hours

### COURSE OBJECTIVES

- ◆ Identify your greatest writing concerns
- ◆ Identify the purpose of your communication
- ◆ Construct concise and meaningful sentences

### Course Description

This training course will provide participants with a practical framework for overcoming writer's block, producing coherent and concise sentences, and adhering to the standard rules for proper usage and grammar. By understanding how to transform a blank page into a clear and comprehensive message, participants will return to the job with greater confidence and ability to deliver professional and persuasive written communications. During this highly interactive course, they will receive immediate feedback as they apply what they have learned in hands-on exercises and activities. In addition, they will receive feedback on their in-class and on-the-job writing samples.

### Benefits

- Overcome fear of writing by learning writer prompt techniques
- Write coherent sentences that are professional, persuasive and to the point
- Gain credibility by using proper grammar, usage and punctuation
- Avoid costly and embarrassing mistakes by using proofreading techniques to review and edit messages before sending to your recipients

### Course Content

- Identify your greatest writing concerns and fears and their impact on performing your job
- Explain the appropriate grammar usage regarding verb tenses, subject & verb agreement, pronouns & their antecedents, punctuation, numbers and figures.
- Describe techniques for transforming a blank page into a clear and concise message
- Identify the purpose of your communication and construct an outline of your key supporting points.

- Construct sentences that are concise and meaningful.
- List the most commonly misspelled words.
- Develop writing templates for frequently used communications to external customers, vendors, and employees



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to improve their grammar skills and increase their confidence with all types of business writing.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Conflict Resolution

## 16 Hours

### COURSE OBJECTIVES

- ◆ Understand your conflict style
- ◆ Learn how others approach conflict situations
- ◆ How to restore a healthy balance after conflict

### Course Description

This training course will provide participants with a comprehensive approach to develop competencies in understanding, analyzing, transforming, and resolving conflicts at multiple levels. Participants will learn five strategies for dealing with conflict, the skills necessary to resolve it, and the steps needed to reach a mutual understanding and mutual purpose. Participants will learn how to use active and empathetic listening and appropriate feedback to build understanding and clarify issues and interests. Participants will also acquire the skills to respond appropriately to challenging interactions and behaviors while maintaining positive business relationships.

### Benefits

- Obtain greater self-awareness and self-management of your conflict style
- Gain insight of how others approach conflict situations
- Use interest-based negotiation techniques to have mutually desirable outcomes
- Identify strategies to develop flexible responses and high-trust relationships to workplace conflicts
- Leverage potential conflict situations as opportunities for critical conversations that enhance work relationships
- Identify ways to restore a healthy balance after conflict situations
- Identify coping strategies for dealing with challenging people and situations

### Course Content

#### Conflict Management

- Identify the eight common causes of workplace conflicts
- Explain and explore Thomas Kilmann's five styles of conflict management

- Determine the right-fit conflict management strategy according to the conflict situation
- Identify your most and least dominant conflict styles
- Describes the skills and benefits of each conflict style
- Describe the costs associated with over-using/underusing one particular style

#### Crucial Conversations

- Define crucial conversations and describe the types of conversations that get you stuck
- List the steps to build emotional safety to establish mutual purpose and mutual trust
- Describe how to actively listen to explore others' needs and wants
- Separate interests from positions in a specific conflict
- List the steps of "interest based" negotiations to move the conversations to mutually desirable actions
- Identify coping strategies to reframe, re-energize and recharge after a crucial conversation

#### Prerequisites

There are no prerequisites for this course.

#### Who Should Attend

Business professionals at every level and in all functional areas working in or leading teams who need to improve their ability and influence when dealing with conflict.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Crucial Conversations

## 16 Hours

### COURSE OBJECTIVES

- ◆ Build acceptance rather than resistance
- ◆ Resolve individual and group disagreements
- ◆ Foster teamwork and better decision making

### Course Description

Crucial conversations are pivotal conversations in which opinions vary, emotions run strong, and the outcome may be extremely significant to you, your coworkers, and your supervisor. In this course, you will learn how to become skilled in having crucial dialogues that lead to win-win outcomes. This training course will provide participants with a practical approach for stewarding emotional, high-stakes conversations toward conflict resolution and action. Participants will learn the skills to identify the point in which conversations become crucial, engage others in addressing challenging issues, and build trusting and effective relationships.

### Benefits

- Build acceptance rather than resistance
- Resolve individual and group disagreements
- Foster teamwork and better decision making

### Course Content

#### Learning Objectives

- Define crucial conversations and describe the types of conversations that get you stuck
- Explain the main reasons why we may not handle these crucial discussions in the most ideal way
- Describe your crucial conversation style under stress.
- Identify which areas to focus on and which areas to avoid during these pivotal conversations
- List the steps to build emotional safety to establish mutual purpose and mutual trust
- Explain how to handle misunderstandings that may occur during conversations

- Describe how to approach dialogues when you have strong feelings of frustrations, hurt, and/or fear
- Explain how to be persuasive and not abrasive or evasive during conversations
- Describe how to actively listen to explore others' needs and wants
- Identify the steps to move the conversations to mutually desirable actions



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to be influential and successful in emotional, high stakes and high conflict conversations.

<sup>1</sup>Based on the book *Crucial Conversations* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Customer Service Excellence

## 40 Hours

### COURSE OBJECTIVES

- ◆ Define customer service
- ◆ Identify the four needs of a customer
- ◆ Increase your credibility with customers

### Course Description

This training course will provide participants with a practical framework for delivering quality customer service. Participants will learn how to actively listen to the customer's needs, understand the customer's expectations, and guide the conversation to achieve a superior level of customer satisfaction. The course provides participants with proven methods for effective communication and customer resolution techniques back at the job. Participants will also learn how to manage their response to challenging customer situations to achieve a more productive and satisfying work outcome.

### Course Content

- Increase your credibility with customers
- Identify and meet/exceed customer expectations
- Defuse and manage challenging customer situations more effectively
- Respond appropriately to any customer situation and assist in quickly finding a creative, workable solution to your customer's problem
- Increase customer satisfaction and gain repeat business
- Incorporate service recovery techniques to respond and reframe challenging situations
- Define customer service
- Identify the four needs of a customer
- List the communication components of any customer service interaction
- Explain how to persuade customers to expand their products/services usage
- Describe how to defuse irritated customers
- Explain the difference between a reactive and a proactive mindset
- Describe your internal customers

- Describe the components of building a team culture of mutual respect
- Explain how to manage conflict while maintaining strong relationships
- Describe problem-solving strategies that lead to creative and productive outcomes



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Customer service representatives, technical and support personnel, field service representatives and other customer contact employees who want to expand or refresh their customer service skills or account managers who want to train their customer service staff.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Diversity, Inclusion, and Belonging (DIB)

4 - 8 Hours

## COURSE OBJECTIVES

- ◆ Define Diversity, Inclusion and Belonging (DIB)
- ◆ Promote a positive, inclusive work environment
- ◆ Increase trust and cooperation among team members

## Course Description

This training course will provide participants with the knowledge and skills to recognize the multidimensional aspects of individual identity, understand biases, and demonstrate behaviors that promote inclusion, belongingness, and trust. Participants will also gain skills to help foster and support an inclusive and respectful work environment.



## Benefits

- Recognize the uniqueness and multidimensional aspects of individual identity.
- Improve self-awareness and self-management of biases
- Increase trust and cooperation among diverse team members
- Promote a more positive, inclusive work environment

## Course Content

- Define Diversity, Inclusion and Belonging (DIB)
- Explain why biases exist and their impact on innovation, productivity and engagement
- Describe the six dimensions of diversity that can influence our perceptions, beliefs, behaviors, and responses
- Explain the benefits of an inclusive and belonging work environment
- Describe the difference between a proactive and reactive mindset in a diverse environment
- Identify strategies to promote and maintain a comfortable, inclusive, and productive work environment

## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

Business professionals at every level and in all functional areas working in or leading teams who need to improve their ability and influence when communicating and interacting with coworkers from diverse backgrounds and experiences.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Effective Communications for Professionals

24 Hours

## COURSE OBJECTIVES

- ◆ Achieve desired communications results
- ◆ Improve understanding through listening
- ◆ Minimize conflict and build commitment

## Course Description

This training course will provide participants with a practical framework for building effective business relationships and getting the desired results through respectful, concise, and persuasive communications. Participants will learn how to use active and empathetic listening and appropriate feedback to build understanding and clarify real issues. Participants will discover ways to optimize their sphere of influence (e.g., proper business etiquette, “can do” attitude, problem ownership and solving techniques) to improve business relationships with others internally and externally to the organization. Participants will also acquire the skills to respond appropriately to challenging interactions and behaviors while maintaining positive business relationships.

## Benefits

- Develop credibility based on respect and trust
- Get desired results through concise and persuasive communications
- Improve understanding through active and empathetic listening
- Solve problems by clarifying the real issues and roadblocks
- Minimize conflict and build commitment and follow-through from others
- Respond professionally and tactfully with challenging situations and difficult behaviors

## Course Content

- Describe the communication process and reasons for misunderstandings
- Explain how using S.M.A.R.T. communications can influence your ability to get the desired results from others
- List effective ways to follow up, follow-through, and improve responsiveness during the communication process

- Differentiate among your spheres of control, influence, and concern and focus on what's most important and relevant to your job and working relationships
- Assess your communication style and the styles of others and adapt your communication approach to ensure others feel understood, involved, and encouraged to reach productive outcomes
- Describe the lens of understanding and how to use it to flex your communication style with people displaying difficult behaviors
- Demonstrate active and empathetic listening skills to understand the issues and build understanding and trust.
- List the ten most effective ways to have better conversations with others

## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

Business professionals who want to enhance their communication skills to reduce misunderstandings, get the desired results from others, and reach productive outcomes.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Emotional Intelligence

## 8 - 12 Hours

### COURSE OBJECTIVES

- ◆ Improve Interpersonal Relations
- ◆ Understand proactive mindset benefits
- ◆ Influence others and build greater trust

### Course Description

This training course will present five skills that enable participants to invest in their emotional intelligence capabilities of collaboration, decision-making, conflict management, and motivation. Participants will learn how to improve cognitive abilities, decision making skills and interpersonal relations in periods of rapid change and disruption, triggering events or high stakes, high stress projects. Participants will learn how to proactively respond rather than react and demonstrate empathy and care in order to build trust, collaboration and engagement throughout the organization.

### Benefits

- Make better decisions
- Respond to challenges more productively and proactively
- Influence others and build greater trust and connection
- Raised awareness of unspoken cues and emotions/thoughts of others
- Handle conflict and stress with greater resilience

### Course Content

- Explain the five components of emotional intelligence that influence performance
- Identify one's strengths, weaknesses, drives, values, and impact on others
- Describe the ABCDE Model and learn how to adjust and regulate our emotions particularly during rapid changes, high stress projects, and triggering events
- Explain how a proactive mindset can increase your circle of influence

- Demonstrate active listening and empathy to better manage difficult conversations
- Identify strategies for building mutual purpose and mutual respect for enhanced team performance



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Professionals at any level of the organization who want to have greater resiliency and confidence when handling rapid changes, trigger events, and high stress projects.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Ethics in the Workplace

## 24 Hours

### COURSE OBJECTIVES

- ◆ Identify Ethical Issues
- ◆ Avoid conflicts of interest
- ◆ Maintain a respectful workplace

### Course Description

This course offers participants a comprehensive and contemporary foundation of workplace ethics and values. Emphasis will be placed on evaluating one's ethical behavior and determining how individual core values impact decision-making and job performance. Participants will learn about relevant compliance issues and the timeless principles of personal character and integrity. This highly integrated program builds upon participants' ethical skills and knowledge using practical teaching and real-life scenarios to influence and sustain a culture of ethics and compliance.



### Benefits

- Develop critical thinking skills that help recognize ethical issues
- Maintain a respectful workplace
- Protect the resources and information of the company, customers, and fellow employees
- Avoid conflicts of interest
- Adhere to all rules and regulations governing the organization

### Course Content

- Define workplace ethics
- Describe the company's core values/code of conduct
- Recognize characteristics of an ethical employee
- Identify common ethical violations by employees
- Determine one's own core values and its impact on job performance
- Create a practical model to help make ethical decisions

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Employees of all experience levels and job classifications who are interested in creating an ethical mindset and presence at the workplace.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Marketing and Sales

24-30 Hours

## COURSE OBJECTIVES

- ◆ Develop a marketing and sales plan
- ◆ Gain customers' trust and commitment
- ◆ Understand the marketing and sales framework

### Course Description

This training course will provide participants with a comprehensive approach to developing skills and competencies in the marketing and sales alignment of their organization's products and services to prospective and existing customers. Participants will learn prospecting basics and how to use a customer-centered selling approach to acquire and maintain customer relationships. The training course will also provide participants with the trust building skills of establishing rapport and actively listening to discover, clarify, and confirm needs of the customers.

### Benefits

- Establish credibility as a marketing and sales professional
- Create a marketing and sales plan that includes specific, measurable, attainable, relevant and time bound goals.
- Influence how customers view your product's costs, benefits and value
- Develop confidence-building skills to handle objections and present alternative options
- Gain customers' trust and commitment and earn their business

### Course Content

- Identify behaviors, characteristics, and skills of a successful marketing and sales professional
- Describe the elements of the marketing and sales framework
- Explain prospecting basics and Identify technologies and methods for maintaining customer information
- Identify tools, resources and methods of cultivating leads and engaging prospects

- Explain the strategies for successful outbound sales calls and presentations
- Describe a customer-centered selling approach that influences how customers view your product's costs, benefits and value to them
- Identify strategies to present options and respond to and resolve common objections
- Choose a closing technique to gain commitment to the sale and earn the customer's business
- Manage the customer relationships on an ongoing basis

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals such as new and seasoned sales and sales support employees who want to build, refine, and revitalize their existing skills in marketing, sales, and customer retention.

**Note**  
Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Meeting Facilitation

## 8 Hours

### COURSE OBJECTIVES

- ◆ Keep content, process and structure on track
- ◆ Build consensus and manage conflict situations
- ◆ Conduct more productive, results oriented meetings

### Course Description

This training course will provide participants with a practical framework to understand the components of productive meetings, recognize the cost of a meeting, and consistently use a meeting process for greater results. Participants will be provided with tools for creating an agenda, action plan, and rules of engagement charter. Participants will also learn effective strategies for web conferencing.



### Benefits

- Conduct more productive, results oriented meetings
- Keep content, process and structure on track and on time to ensure positive outcomes
- Ensure greater attendee engagement and participation
- Build consensus and manage conflict situations
- Handle disruptive behaviors more directly and effectively

### Course Content

- Identify the costs associated with unproductive meetings.
- List the various types of meetings

- Describe the three components (organization, content, and follow up) of effective meeting facilitation.
- List the top meeting frustrations of facilitators and attendees.
- Set meeting objectives and create an agenda to make meetings focused and productive.
- Develop effective listening and questioning techniques to facilitate information exchange during a meeting
- Describe methods for fostering a positive meeting climate while minimizing disruptive behaviors that hinder effective meetings.
- Identify strategies and team roles for ensuring attendees come prepared and remain engaged throughout the meeting
- List techniques for properly managing your time during the meeting.
- Describe best practices for handling conflict situations

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who want to refine their meeting facilitation strategies

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Presentations

## 32 Hours

### COURSE OBJECTIVES

- ◆ Build Presentation confidence and poise
- ◆ List ways to reduce speaker anxiety and stress
- ◆ Expertly handle challenging questions and situations

### Course Description

This course will provide an overview of the tools and techniques for delivering impactful, influential, and memorable presentations. Participants will learn how to deliver dynamic content with power, poise, and passion. In this course, participants will enhance their ability to interact and engage with audience members by observing and responding to verbal and non-verbal cues, understanding audience perspectives, and bridging and expanding upon audience comments and responses. During the highly interactive course, participants will receive personal coaching and immediate feedback as they rehearse and deliver a videotaped mini-presentation.



### Benefits

- Build confidence and poise to present to any audience
- Present compelling, persuasive, and interactive presentations without notes
- Increase the impact and strength of your messages by choosing the most effective visual aids in various circumstances

- Use verbal and nonverbal elements to enhance presentations
- Expertly handle challenging questions and situations

### Course Content

- List ways to reduce speaker anxiety & stress
- Deliver an impactful and persuasive message by identifying your audience's needs, wants, and priorities
- Develop and organize clear and compelling presentation content
- Identify techniques for effective composition of visual content and support materials
- List ways to respond professionally to questions from the audience
- Identify techniques for handling challenging behaviors from the audience members
- Describe the benefits of rehearsing, adhering to time constraints and speaking without notes

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who need to develop their presentation skills, speak in front of groups or sell ideas to others.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Problem Solving and Decision Making

## 24 Hours

### COURSE OBJECTIVES

- ◆ Properly Frame a Problem
- ◆ Determine Root Cause
- ◆ Properly Evaluate Proposed Solutions

### Course Description

This program will give participants a systematic framework to structure the way they think about decisions that can be complicated by uncertainty, complexity, and competing objectives. This course will equip the participants with the in-depth knowledge for analysis, synthesis and positive inquiring when addressing individual and organizational problems. Participants will learn how to properly frame a problem, determine the root cause, generate decision alternatives, and develop a set of criteria to evaluate proposed solutions.



### Benefits

- Build and expand analytic, decision making, critical thinking and creative problem-solving skills
- Think creatively and be a contributing member of a problem-solving team
- Increased confidence and clarity in decisions and proposed solutions
- Demonstrate and build credibility with various stakeholders
- Reduce conflict and groupthink

### Course Content

- Identify the types of complex problems at work.
- Explain the eight-step problem solving model
- Describe the tools and techniques for problem identification (5 Whys, Fault Tree, Failure Mode Effect Analysis, Cause & Effect Fishbone Diagram, Force Field Analysis)
- Facilitate an organized and comprehensive discussion about the desired changes
- Identify the factors associated with an identified performance issue
- Describe how to use comparison analysis in the decision-making process
- Explain how to use the 1- 3-5 Plan to identify goals, strategies, and tactics
- Describe how RASCI can help communicate plan, reduce misunderstandings, and increase engagement and commitment.
- Explain how to use the Plus Delta Framework for continuous improvement

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to be better equipped to face and solve today's complex business problems by using a foundational process for reasoning and problem solving

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.





# Stress Management

## 4 Hours

### COURSE OBJECTIVES

- ◆ Identify Symptoms of Stress
- ◆ Develop a Coping Action Plan
- ◆ Discuss Impact of Stress on Well-Being & Performance

### Course Description

This course will provide participants with the techniques to effectively respond to the stressors in their lives and remain composed and resilient in challenging situations. This course is designed to acquaint the participant with key elements of stress management. Topics include the recognition of stress, causes of stress, and the techniques to manage stress in order to have a more productive and satisfying professional and personal life.



### Benefits

- Recognize how you respond to stress and develop strategies for maintaining composed and poised under pressure
- Discover powerful tips and tactics to help lessen the intensity and duration of the stressors
- Learn stress-reduction techniques to reflect and reframe work stressors in order to transition to a more proactive, productive, and refreshed mindset
- Maintain your emotional composure and achieve positive interactions at work

### Course Content

- Identify symptoms of stress
- Discuss the impact that stress has on one's emotional and physiological well-being as well as work performance
- Describe the sources of stress
- List strategies for improving self awareness and self management of triggering events
- Establish methods for gaining perspective between stimulus and response
- Develop a personal action plan for coping, managing, and responding effectively to life stressors

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to better manage their life stressors and create a more productive and positive outcome.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Team Building

## 12 Hours

### COURSE OBJECTIVES

- ◆ Manage Multiple Priorities
- ◆ Combat Procrastination
- ◆ Set and Accomplish SMART Goals

### Course Description

This course is designed to provide participants with team building strategies that can help create meaningful and cooperative working relationships with clients, customers, team members, managers, and internal customers. Effective teamwork helps to increase employee engagement, efficiency, and productivity. Participants will learn the strategies for building trust among team members, addressing problems directly and quickly, aligning members towards common goals, holding members accountable to consistent standards, and influencing members to be highly engaged and results focused.

### Benefits

- Build trust among working relationships
- Improve decision-making processes
- Resolve conflicts
- Enhance internal and external customer service
- Encourage creative problem solving

### Course Content

- Explain the stages of team building
- Describe the critical components of a team and its impact on team functionality
- Identify strategies for aligning goals with team performance
- Explain the components and benefits of a win-win agreement
- Demonstrate empathic listening to address issues relevant to team performance

- Explain the importance of seeking out and valuing divergent perspectives
- Identify conditions that build team cohesiveness
- Describe methods of building supportive networks among team members

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.



### Who Should Attend

Employees who are part of a team, department, or function with a common goal or purpose.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Time and Priority Management

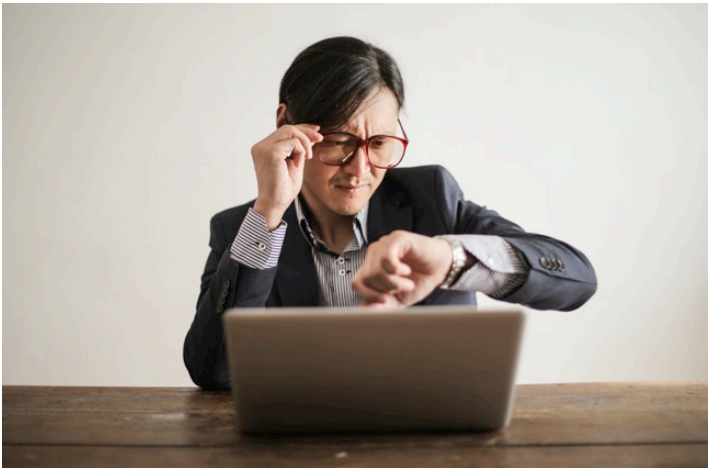
## 8 Hours

### COURSE OBJECTIVES

- ◆ Setting your essential priorities
- ◆ Organizing to increase productivity
- ◆ Setting goals and planning for success

### Course Description

This course will provide participants with a practical framework for understanding and applying best priority and time management strategies to increase productivity effectiveness. The course will also provide participants with the skills to organize resources and manage deadlines. This course will also provide participants with the techniques to effectively respond to the time stressors and remain composed and resilient even in the most challenging situations.



### Benefits

- Set and accomplish goals
- Manage multiple priorities and establish realistic boundaries
- Recognize and manage the biggest time-wasters
- Improve concentration and efficiency
- End indecision and procrastination habits

### Course Content

- Explain how to prioritize your time using a time matrix system
- Describe best practices for managing paperwork, e-mails, voice mails, and interruptions
- Determine your productivity and organization styles to create custom-fit sustainable work solutions
- Describe how to facilitate productive meetings with high employee engagement
- Describe techniques for combating procrastination

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who want to better manage their time stressors and create a more productive and positive outcome.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Computer Skills

Master the Tech Terrain.



# Cyber Security: Security+

## 60 Hours

### COURSE OBJECTIVES

- ◆ Prepares to work in the IT security field
- ◆ Learn concepts to safer data access procedures
- ◆ Learn to spot potential security breaches

### Course Description

This instructor-led, live online course prepares the participants to work in the IT security field. Computer and network security is a growing concern to organizations and keeping information safe is a primary factor used when designing a system. Participants will learn concepts and best practices that will help them guide their organization to safer data access procedures and teach them to spot potential breaches. Participants will learn this information in class lectures and lab exercises. This course serves as the prerequisite for the DFARS – Defense Federal Acquisition Regulation Supplement – that addresses the DOD/DFARS Audit standards for DOD manufacturing compliance.

Our expert instructor develops and leads every course, and you will be able to interact with the instructor and fellow participants in lively online discussions. Recorded lectures will be available for participants after the class for further review.



### There are six primary domains covered in this course:

1. Threats, Attacks and Vulnerabilities
2. Technologies and Tools
3. Architecture and Design
4. Identity and Access Management
5. Risk Management
6. Cryptography and PKI

### Prerequisites

Must have access to computer and internet at class times. Must be comfortable with computers and online class environment.

### Who Should Attend

Anyone who is interested in gaining knowledge necessary to work in the IT security field and those who need to learn about security principles and best practices. The training leads to essential knowledge for passing the CompTIA Security+ exam\* that is required as a base-level certification for many Department of Defense and government security jobs.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Microsoft Excel I

16 - 24 Hours

## COURSE OBJECTIVES

- ◆ Perform basic to intermediate tasks in MS Excel
- ◆ Boost productivity, efficiency, and effectiveness
- ◆ Preparation for Intermediate/Advanced MS Excel

## Course Description

Microsoft Excel is a spreadsheet program that is used to manage, analyze, and present data. It includes many powerful tools that can be used to organize and manipulate large amounts of data, perform complex calculations, create professional-looking charts, enhance the appearance of worksheets, and more.

This course provides an introduction to MS Excel and covers how to perform basic tasks such as starting and exiting the program; creating, saving, opening, and closing workbooks; selecting cells; entering and editing data; formatting text and numbers; positioning cell contents; and applying cell styles.



Additionally, this class covers modifying worksheets and workbooks, working with comments and views, changing the page layout, previewing and printing worksheets, and using templates. Furthermore, this course will cover sorting and filtering data, filling cells, creating and modifying charts, using formulas and functions, and protecting workbooks.

## Course Content

- Getting started with Worksheets
- Editing Worksheets
- Formatting Worksheets
- Creating and Working with Charts
- Basic Formulas and Functions Building

## Prerequisites

There are no prerequisites for this course. **Note:** If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

Anyone who desires to improve their skill in MS Excel.

**Note**  
Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Microsoft Excel II

## 32 - 40 Hours

### COURSE OBJECTIVES

- ◆ Use Intermediate/Advanced features in MS Excel
- ◆ Understand formulas/functions available in MS Excel
- ◆ Learn to MS Excel's tools in real-world scenarios

### Course Description

This course helps participants understand the hundreds of formulas and functions available in MS Excel. The course covers critical formula shortcuts that will speed up work, and many functions, such as VLOOKUP, MATCH, and INDEX, statistical functions, text functions, and date and time, math, text, and information functions, that improves user effectiveness and productivity. Our instructor provides practical examples to help participants easily transition to using MS Excel's most powerful formulas and functions in real-world scenarios.

### Course Content

- Displaying and highlighting formulas
- Debugging formulas
- Creating 3D formulas
- Creating nested IF functions
- Exploring VLOOKUP, MATCH, and INDEX
- Tabulating data with COUNTIFS, SUMIFS, and AVERAGEIFS
- Finding values with statistical functions
- Adjusting results with rounding functions
- Converting values between measuring systems
- Calculating dates
- Returning reference data
- Manipulating text
- Extracting information

### Prerequisites

Participants should have some experience with and working knowledge of MS Excel. Note: If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.



### Who Should Attend

Anyone who uses MS Excel on a regular basis and wants to better use the power of the program to automate functions and to produce more functional spreadsheets, charts, and reports.

### Course Objective

The objective of this class is to provide students with the knowledge to use Intermediate to Advanced features in Microsoft Excel. By the end of the class, students will be able to:

- Protect a Worksheet
- Save as Web Pages
- Create Pivot Tables
- Create Pivot Charts
- Build a Microsoft Query
- Build Data Modeling
- Create Rules in Conditional Formatting
- Create Macros
- And Much More

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Microsoft Power BI

## 24 Hours

### COURSE OBJECTIVES

- ◆ Learn to visualize data in meaningful ways
- ◆ Learn to work from dashboards/reports with colleagues
- ◆ Learn to produce useful reports

### Course Description

In a data culture where business decisions should be based on facts, readable and understandable data is needed to help us make these decisions. As the data accumulates, the task of quickly finding what is needed, when it is needed, becomes more difficult. Too much data increases the risk of not using the most recent information.

This course teaches users of MS Power BI how to make the job easier and more effective at the same time by converting all that data into charts and graphs to help people visualize data in meaningful ways. Participants will learn how to create data insights in compelling visuals instead of just lists and tables. They will learn how to work from the same trusted dashboards and reports with colleagues, and because the data updates and refreshes automatically, it is always the newest content.

Additionally, participants will be able to explore data by looking for trends, insights, and other business intelligence. The intuitive features of Power BI allow employees to slice the content and even ask questions by using their own words. Participants will learn to use Power BI to monitor data and send alerts when data changes above or below a threshold set. All the data is available anytime, whether it's in the cloud or on-premises, from any device.

### Course Content

- Orientation of objects in Power BI Desktop:
- Report
- Data
- Model
- Data Modeling
- Visualizations:
- Slicer
- Matrix
- Card

- Multicard
- Gauge
- Clustered Column Chart
- Formatting on Visualizations:
- Text Size
- Conditional Formatting
- Orientation on DAX
- Creating Measures:
- SUM
- SUMX
- CALCULATE
- FILTER
- DIVIDE
- COUNT
- COUNTROWS
- COUNTBLANK
- SWITCH
- IF
- Creating BANDS
- Creating Calculation Columns
- Creating Tables

### Prerequisites

Participants should have some experience with and working knowledge of MS Excel.

#### Note

If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Anyone who wants to learn to use Power BI to better analyze and visualize data.

### Course Objective

The objective of this class is to provide students with the knowledge to use Microsoft's Power BI to better collect, monitor, analyze, and visualize data and produce useful reports to help make better decisions.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.





# Mastering Microsoft Office Essentials

## 24 Hours

### COURSE OBJECTIVES

- ◆ Create and format professional documents
- ◆ Design and deliver engaging presentations
- ◆ Efficiently manage email and calendar activities

### Course Description

This course will introduce you to the fundamental features and functionalities of several Microsoft Office applications, enabling you to work efficiently and effectively in a professional environment. You'll gain hands-on experience with Word, PowerPoint, Outlook, and OneNote, learning to create documents, presentations, emails, and digital notebooks.



### Course Content

#### Training Topics Include:

- Microsoft Word Advancements
- Mastering PowerPoint Presentations
- Advanced Outlook Management
- OneNote Mastery
- Integrating Office Applications

### Prerequisites

Basic computer literacy and familiarity with the Windows operating system and access to a computer with Microsoft Office Suite (Word, PowerPoint, Outlook, OneNote) installed.

### Who Should Attend

Anyone who wants to learn Word, PowerPoint, Outlook and OneNote

### Course Objective

- Create and format professional documents, templates, and forms in Microsoft Word
- Design and deliver engaging, interactive presentations in Microsoft PowerPoint
- Manage email and calendar activities more efficiently and effectively use Microsoft Outlook
- Create and organize notes, collaborate with others, and integrate information from various sources using OneNote
- Seamlessly integrate and link data, objects, and files across different Microsoft Office applications
- Be proficient in performing advanced tasks and customizations within the Office suite, increasing your productivity and enabling you to create professional and impactful content

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Continuous Improvement

Analyze, Improve, Control, & Innovate.



# Adapting Your Leadership Style in Times of Crisis

## 12 Hours

### COURSE OBJECTIVES

- ◆ Understand Leadership models, tools, and techniques
- ◆ Adapt leadership style during crisis
- ◆ Adapt leadership style during changing times

### Workshop Description

This workshop is designed to help leaders adapt their leadership style to navigate change in difficult times and lead effectively. It will help them build resiliency by learning how to handle uncertainty, solving problems, building successful teams and becoming dynamic leaders in their organization.

### Course Content

- **Adapting Your Leadership style in Critical times by Leading with Emotional Intelligence**
  - Adapting your Leadership style to the situation
  - How you can lead with Emotional Intelligence in times of crisis
  - The 4 major competencies of Emotional Intelligence and how they relate to Leadership
  - 5 reasons why Emotional Intelligence is a critical leadership skill
  - Tools and strategies to develop and improve your Emotional Intelligence
- **Navigating through Change and Challenges**
  - What is the Psychology of Change?
  - Change Management, communication and implementation plans
  - Describe the WIFM – the individual motivators for change
  - Using the ADKAR model and the Kurt Lewin Change models
  - The value of Resiliency in the context of change and challenges
- **Critical Thinking & Problem Solving in Decision Making**
  - How beliefs, assumptions and experiences affect your critical thinking process and decisions

- Strategies to understand and evaluate problems, goals and solutions in decision making
- Determining and analyzing the causes and finding the root cause of the problem
- Using different decision making models to find solutions
- Ed de Bono's 6 Thinking Hats for group thinking
- **Engaging and building high performance teams**
  - The 4 phases of the Tuckman team development model
  - Motivating and leading high performance teams
  - Developing the language of Trust and cohesion in teams
  - Dysfunctions in teambuilding
  - Effectively resolve conflict situations and promote a positive work culture

### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

This course is ideal for leaders at all levels including managers, supervisors, team leads, employees new to a management role, and for those leaders who need to supercharge their leadership skills.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Design for Six Sigma (DFSS) Workshop

8 Hours

## COURSE OBJECTIVES

- ◆ Robust design of new products, processes & services
- ◆ Understanding customer expectations, needs & issues
- ◆ Learn service introduction (NP&SI) process

## Course Description

DFSS focuses on the tools and techniques to develop a robust design of new products, processes and services. It all starts from understanding the customer expectations, needs and issues, from which concepts are developed and refined, verified and validated, ultimately resulting in design that will delight the customer. Organizations have created a variety of approaches to the DFSS process, modifying it for their own needs, but there is a common thread that is essential in the beginning stages of any new product and service introduction (NP&SI) process.



## Course Content

- Project Selection and Scoping
- Theory of Inventive Problem Solving
- Kano Analysis
- Design of Experiments and Taguchi
- Pugh Concept Selection Method Methods
- Quality Function Development
- Failure Modes and Effects Analysis
- Design for X (FMEA)

## Prerequisites

There are no prerequisites for this course.



## Who Should Attend

DFSS tools and techniques are applicable not just for design engineers, but also to finance, service, operations, and sales professionals. Actually, anyone designing a product, process or service that will be a true Customer Delighter!

## Course Objectives

This 8 hour workshop will follow a gated project structure based on a classroom scenario. Learners will understand the purpose and activities for each phase and the key deliverables at each gate.

## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Fundamentals of Lean

## 40 Hours

### COURSE OBJECTIVES

- ◆ Transform manufacturing to a time-based operation
- ◆ Drive continuous organizational improvement
- ◆ Learn enterprise-wide LEAN structure

### Course Description

This course focuses on the fundamentals of lean manufacturing and lead time reduction, providing a comprehensive set of guidelines to transform the traditional mass manufacturing operation to a time-based operation. Participants learn how to drive continuous improvement through the organization. Enterprise-wide structure necessary to support lean will be discussed, as well as ways to manage change. Lean practices in the administration side of a business will be addressed by use of business process mapping and the problem solving board.



### Course Content

- 5S techniques
- The 8 Wastes
- Takt time
- Production leveling in mix and volume
- Creation of continuous flow

- Cell design
- Pull system
- Kanban signaling
- Set up reduction
- Material delivery systems
- Workplace organization
- Visual controls
- Batch production vs. one piece flow
- Conducting time studies
- Line balancing
- Optimum manning
- Serial vs. Parallel manufacturing processing
- Production constraints
- Setting up production standards
- Production data collection

### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

Manufacturing engineers, production managers, production supervisors, production leads, and others interested in utilizing lean process to improve workflow, production, or business processes in order to better meet customer expectations.

### Course Objectives

The objective of this course is to provide the participants with the skills to identify and eliminate waste using a structured and methodical approach.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leadership Skills For Frontline Workers

## 40 Hours

### COURSE OBJECTIVES

- ◆ Inspire employee engagement & improve performance
- ◆ Learn qualities required in a leader
- ◆ Learn to influence and direct others' performance

### Course Description

Frequently employees are promoted to supervisory or people management positions because they are good at the job they're doing. But a whole new set of skills is necessary to become an effective people manager and leader. This course will provide participants with the essential leadership skills to influence and direct others' performance to achieve desired results. Participants will learn the qualities that followers expect and respect in a leader. The course will help participants recognize their own leadership strengths and capitalize on the strengths and diversity of their team. Participants will learn to create motivating circumstances that inspire employee engagement and improve performance, productivity and retention.

This course will provide participants with coaching skills needed to manage leadership challenges and facilitate critical conversations such as performance issues, employee accountability, and interpersonal conflict. Participants will also learn communication strategies and Emotional Intelligence (EQ) competencies to build mutual understanding, trust, and connectivity with others.



### Course Content

- Essential Skills for Effective Leadership
- Communicating with Confidence & Credibility
- Building A High Performance Team
- Leading with Emotional Intelligence
- Coaching and Counseling for Peak Job Performance
- Generation Diversity and Inclusion Leadership
- Conflict Management and Resolution Strategies

### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

This course is ideal for high potential employees, newly appointed leads or supervisors, and experienced managers who want to refine their skills with current and proven leadership strategies.

### Course Objectives

Participants will be able to develop strategies for building strong working relationships, understand the differences in employees' behavior styles, set goals and manage priorities, give constructive feedback, and develop strategies for handling conflicts.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Lean Six Sigma Black Belt

## 40 Hours

### COURSE OBJECTIVES

- ◆ Drive organizational Continuous Improvement (CI)
- ◆ Implement (DFSS) for products, processes, & services
- ◆ Train, guide, & assist with (DFSS) tools

### Course Description

Lean Six Sigma Black Belt is much more than an extension of the concepts learned in Green Belt training. It expands into the design side of Lean Six Sigma initiatives and focuses on the role of a Lean Six Sigma Black Belt – mentoring Green Belts, leading Black Belt projects, & driving Continuous Improvement (CI) within your organization.



### Course Content

- Project Selection and Tracking
- DMAIC and DFSS Tools
- Black Belt vs. Green Belt Projects
- Green Belt Mentorship
- CI Program Development
- LSS Tool Selection
- Training Within Your Organization
- Sustaining Results

### Prerequisites

Must have Lean Six Sigma Green Belt Certification or training

### Who Should Attend

Trained Lean Six Sigma Green Belts interested in the transition from Project Leader to Continuous Improvement Driver. A good understanding and experience applying the concepts, principles, and tools of Lean Six Sigma will be beneficial.

### Course Objective

To equip participants with the tools, methodologies, and principles necessary for the implementation of Design For Six Sigma (DFSS) for new products, processes, and services, as well as train, guide, and assist them with using these tools. This class utilizes scenario-based training for guidance and development of Project Leaders into Continuous Improvement Drivers.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Lean Six Sigma Yellow/Green Belt

## 40 Hours/80 Hours

### COURSE OBJECTIVES

- ◆ Learn to perform the role of a LSS Yellow or Green Belt
- ◆ Learn the DMAIC process
- ◆ Learn phases of LSS & DMAIC

### Course Description

The Lean Six Sigma (LSS) Yellow and Green Belt courses serve to provide participants with the knowledge and tools to perform the role of a LSS Yellow or LSS Green Belt. The training materials are comprehensive and include the LSS Body of Knowledge covering the background and history of LSS, as well as phases of the DMAIC process. The LSS Yellow Belt course covers the Define, Measure and Control phases of the DMAIC process. The LSSGB course adds the Analyze and Improve phases. This course is ideal for those who wish to gain a greater understanding of all phases of LSS as well as gain useful statistical and business tools associated with all phases of the DMAIC process.

### What is Lean Six Sigma?

Lean Six Sigma is a business management philosophy, which aims to improve effectiveness and efficiency, at the same time, in order to improve customer experience. Lean Six Sigma is a culture of improvement, innovation and leadership, combining the principles of Lean (waste elimination) and Six Sigma (variation justification) into a cohesive and powerful skill set to drive positive results.

### How can Lean Six Sigma help you?

Lean Six Sigma training provides you with the knowledge and tools maximize time, cost, and labor resources in order to consistently meet and exceed internal and external customer expectations.

### Course Content

- Background of Lean Six Sigma
- History and Definitions
- Methodologies: Lean, DMAIC, and DFSS
- Project Selection, Roles and Responsibilities

#### • Define Phase

- Problem Statement and Metrics/Objectives
- Alignment (VOC, Goals, Baseline Financials)
- Process Definition: Scoping Tools

#### • Measure Phase

- Process Measurement Tools
- Validate Measurement System (MSA)
- Establish Baseline Capability
- Identify Sources of Variation and Waste

#### • Analyze Phase

- Basic Stats and Graphs
- Hypothesis Testing
- Process Flow Analysis Tools

#### • Improve Phase

- Identify and Validate Solutions
- Correlation and Regression
- Change Management Tools

#### • Control Phase

- Control Strategy and Monitoring
- Implement Process Controls
- Project Closure

### Who Should Attend

Employees from all industries and at all levels in the organization will greatly benefit from the LSS Yellow and/or LSS Green Belt training courses. The LSS Green Belt Training Course is fundamental training for those who need to lead LSS and other continuous improvement projects.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Supervisory Skills Training

## 24 Hours

### COURSE OBJECTIVES

- ◆ Role of the supervisor
- ◆ Boss versus Buddy
- ◆ The five functions of supervision

### Course Description

Frequently employees are promoted to supervisory or people management positions because they are good at the job they're doing. But a whole new set of skills is necessary to become an effective people manager and leader. This course will provide participants with the essential supervisory skills to influence and direct others' performance to achieve desired results. The course is designed to help participants recognize their own supervisory strengths and capitalize on the strengths and diversity of their team to create motivating circumstances that inspire employee engagement and improve performance, productivity, and retention.



This course will provide participants with coaching skills needed to improve employee performance and facilitate critical conversations such as performance issues, employee accountability, and interpersonal conflict.

### Course Content

- The Role of the Supervisor
- The Five Functions of Supervision
- Communicating with Confidence and Credibility
- Coaching and Counseling for Peak Job Performance
- Conflict Management and Resolution Strategies
- Building A High-Performance Team



### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

New Supervisors, Team Leads, and those who want to increase their ability and skill in supervising others in the workplace.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Manufacturing Skills

Craft Excellence & Build Futures.

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# Blueprint Reading and Shop Math

## 40 Hours

### COURSE OBJECTIVES

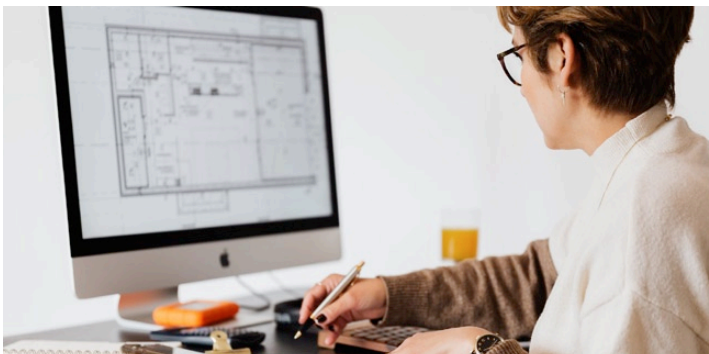
- ◆ Understand simple engineering drawings
- ◆ Read and interpret simple engineering drawings
- ◆ Perform mathematical computations by hand

### Course Description

This course is intended for workers with little or no formal training in print reading and shop math. At the end of the course, the student should be able to read, interpret and understand simple engineering drawings and perform mathematical computations by hand without the use of a calculator.

### Shop Math Topics Include

- Addition and subtraction of decimals & fractions
- Multiplication and division of decimals & fractions
- Basic trigonometric functions (sin, cos, tan)



### Print Reading Topics Include

- Title blocks
- Reading and interpreting notes
- Types of lines
- Multiview drawings
- Drawing orthographic views
  - Dimensioning
  - Tolerances
  - Auxiliary views
  - Sectional views

### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

Inspectors, machinists, technicians, assemblers, purchasing agents, and others involved in product quality and inspection should join this class to improve their communications with customers and coworkers.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Computer Numerical Control (CNC) Programming Course

80 Hours

## COURSE OBJECTIVES

- ◆ Learn CNC Programming for modern manufacturing
- ◆ Learn G-code/M-code, cutter selection
- ◆ Learn speeds and feeds for materials

## Course Description

Participants learn CNC Programming and how it is applied to modern manufacturing including G-code/M-code, cutter selection, speeds and feeds for materials and other relevant techniques and processes.



## Course Content

- Understanding Cartesian Coordinates and how they relate to toolpath programming
- Knowledge of Workholding
- Use of measuring tooling: micrometers, calipers (digital/dial), bore gauges, etc.
- Learning Back-plotting Software for writing and verifying tool paths
- Simple point-to-point and Complex toolpath programming – usage of G & M codes in creating a program
- G-codes for Axis Movement
- G-codes for Machine Setup
- G-codes/Canned Cycles for Hole Making and Milling
- M-codes for Machine Functions
- More complex G-code programming
- Common speed and feed for materials
- Axis Position Addresses
- Additional Addresses

Click on the link below for the Demonstration Video utilizing Vericut software:

[https://canyonsonline.zoom.us/rec/share/EQXOZMcjhsXDke9tllsPkpO7FmeaRLu-zOaYrpfNa\\_yb\\_rajN1uCUpGDnGNSECTx.o93NiFwY-PgUrQl1](https://canyonsonline.zoom.us/rec/share/EQXOZMcjhsXDke9tllsPkpO7FmeaRLu-zOaYrpfNa_yb_rajN1uCUpGDnGNSECTx.o93NiFwY-PgUrQl1)

## Prerequisites

Ability to read Blueprints and able to use common measuring tools such as micrometers, calipers, etc. Some prior machining experience helpful.

## Who Should Attend

Machinists, Engineers, and others who want to improve their ability in CNC Programming.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Geometric Dimensioning & Tolerancing

## 32 Hours

### COURSE OBJECTIVES

- ◆ Learn Dimensioning and Tolerancing
- ◆ Learn Datums and datum planes
- ◆ Learn (GD & T) per current ASME specifications

### Course Description

Participants will become familiar with the interpretation of geometric dimensioning and tolerancing (GD & T) symbols per current ASME specifications.



### Course Content

- Dimensioning and Tolerancing
- Datums and datum planes
- Material Condition
- Tolerances of Form and Profile
- Tolerances of Orientation and Runout
- True Position
- Location Tolerances and Virtual Condition

### Prerequisites

Successful completion of blueprint reading class, or one year experience reading and interpreting blueprints, highly recommended.

### Who Should Attend

Machine operators, quality inspectors, design engineers, production supervisors and anyone involved in the specification and production of precision parts.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Inspection & Measurement Techniques

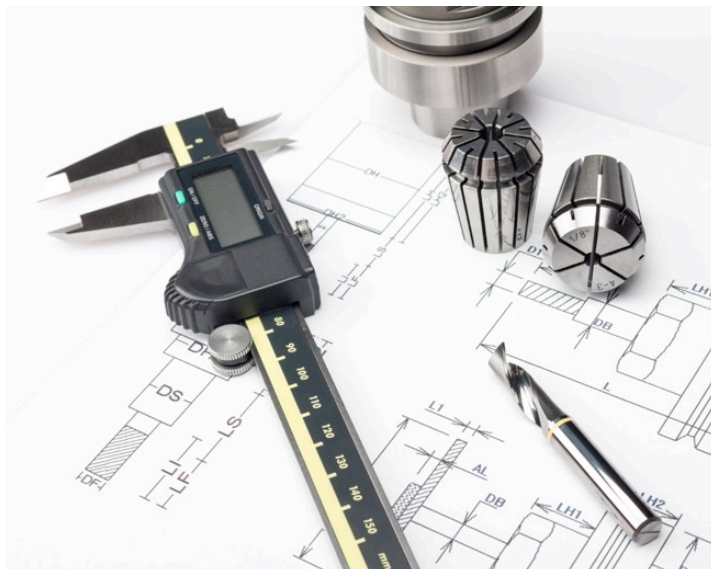
28 Hours

## COURSE OBJECTIVES

- ◆ Understand tolerance requirements
- ◆ Understand measurement techniques
- ◆ Improve accuracy in using measuring tools.

## Course Description

This course will improve blue print reading skills and symbology, understanding tolerance requirements, customer specifications, measurement techniques, improve the use of tools and accuracy of performance, as well as provide steps to take to reduce re-work. Participants will better communicate with customers and coworkers to improve quality. Focus is placed on understanding and improving the accuracy in the use of calipers, micrometers and other measuring tools. Students are encouraged to bring in special equipment or specifications for more in-depth study.



## Course Content

- Tolerances and Allowances
- Basic Visual Inspection Tech
- Mechanical Measuring
- Mechanical Measuring Calipers
- Mechanical Measuring Micrometers
- Types of Micrometers
- Types of Gauges
- Telescope Gauges
- Tapered Parallels
- Precision Gauge Blocks
- Height Gauges
- Dial Indicators
- Computer Numerical Control
- Alignment of holes
- Using the coordinate grids
- Plane alignments
- How a circle is interpreted

## Prerequisites

A strong understanding and working knowledge of reading blueprints, including geometric dimensioning and tolerancing (GD & T)

## Who Should Attend

Inspectors, machinists, technicians, assemblers, and others involved in product quality and inspection should join this class to improve their communications with customers and coworkers.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Fundamentals of Lean

## 40 Hours

### COURSE OBJECTIVES

- ◆ Transform manufacturing to a time-based operation
- ◆ Drive continuous organizational improvement
- ◆ Learn enterprise-wide LEAN structure

### Course Description

This course focuses on the fundamentals of lean manufacturing and lead time reduction, providing a comprehensive set of guidelines to transform the traditional mass manufacturing operation to a time-based operation. Participants learn how to drive continuous improvement through the organization. Enterprise-wide structure necessary to support lean will be discussed, as well as ways to manage change. Lean practices in the administration side of a business will be addressed by use of business process mapping and the problem solving board.



### Course Content

- 5S techniques
- The 8 Wastes
- Takt time
- Production leveling in mix and volume
- Creation of continuous flow

- Cell design
- Pull system
- Kanban signaling
- Set up reduction
- Material delivery systems
- Workplace organization
- Visual controls
- Batch production vs. one piece flow
- Conducting time studies
- Line balancing
- Optimum manning
- Serial vs. Parallel manufacturing processing
- Production constraints
- Setting up production standards
- Production data collection

### Prerequisites

There are no prerequisites for this course.

### Who Should Attend

Manufacturing engineers, production managers, production supervisors, production leads, and others interested in utilizing lean process to improve workflow, production, or business processes in order to better meet customer expectations.

### Course Objectives

The objective of this course is to provide the participants with the skills to identify and eliminate waste using a structured and methodical approach.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leadership Development

Cultivate Leaders & Ignite Vision.

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# Change Management

## 32 Hours

### COURSE OBJECTIVES

- ◆ List external and internal change drivers
- ◆ Describe the change cycle transition phases
- ◆ Identify common barriers and objections to change

### Course Description

In today's rapidly changing world, organizations and its employees must respond, embrace, and adapt themselves to changes in order to remain competitive. This program helps change agents maximize the opportunities associated with environmental changes while responding successfully to challenges and resistances to changes. Participants will learn how to develop initiative strategies to communicate changes in an engaging and encouraging manner that will influence a positive impact on morale, processes and productivity.

### Benefits

- Influence yourself and others to have more agile and resilient mindset towards change
- Defuse and manage employee resistances to change more effectively
- Gain support, commitment, and ownership for changes and to maintain momentum throughout the change initiatives
- Create organizational capacity to anticipate and prepare for changes
- Create positive impact on morale, processes, and productivity
- Increase customer satisfaction and gain repeat business by adapting and meeting customers' changing needs and expectations

### Course Content

- List external and internal factors that drive change at your organization

- Identify common barriers and objections to change
- Identify strategies to gain support, employee engagement, and individual accountability for change initiatives
- Describe the transition phases during the change cycle
- Explain your role as a change catalyst and leader of change champions through persuasive communication, influential coaching, and employee engagement.
- Create a plan for sustaining change strategies, measuring progress, and celebrating successes

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who are interested in having a more agile and resilient mindset towards change as well as change agents and change champions who need to gain organizational support, employee engagement, and individual commitment to change initiatives.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Delegating for Improved Productivity & Employee Development

48 Hours

## COURSE OBJECTIVES

- ◆ Explain the five “rights” of delegation
- ◆ Improve communications with the RASCI Model
- ◆ Identify common delegation barriers and objections

## Course Description

This training course will provide participants with delegation strategies that helps them prioritize workload more effectively, develop and empower staff, and build mutual trust and collaboration. Participants will learn how to identify the right task, situation, person, communications and feedback to maximize productivity. The training course will also provide participants with the skills necessary to ensure that the delegated tasks remain with the rightful owner.

## Benefits

- Reduce stress, improve time management and increase trust between you and your employees
- Increase your employee’s knowledge/skills and sense of achievement
- Increase teamwork and department productivity

## Course Content

- Identify common barriers and objections to delegation
- Describe the experiences and outcomes of ineffective and effective delegation
- Explain the five “rights” of delegation
- Demonstrate how to use the “Situational Leadership Model” to offer varying degrees of support and direction when delegating tasks to others
- Explain how to improve communications of delegated tasks with the RASCI Model
- Describe strategies to ensure that the ownership of the delegated tasks remains with the appropriate employee

## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.



## Who Should Attend

High potential professionals, leads, supervisors, and managers who have direct reports or who work in a project team environment and want to develop or refine their delegation skills.

## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Ethics Leadership

## 24 Hours

### COURSE OBJECTIVES

- ◆ Resolving conflict in meeting settings
- ◆ Recognizing barriers to communication
- ◆ Improving nonverbal communication skills

### Course Description

Ethical leadership is centered on values, integrity, fairness, transparency, and decency. This informative training course will provide participants with the skills necessary to foster, influence and sustain a culture of ethics and compliance. Participants will learn how to serve as ethical role models and set the ethical tone for their team. This highly interactive course will help participants recognize the ethical and unethical behaviors in their employees and create a framework designed to influence ethical actions from their employees and hold their employees accountable to those standards.

### Benefits

- Practice techniques for fostering a positive meeting climate
- Foster employee engagement and retention of valued employees
- Reduce pressure to compromise ethical standards
- Increase employee willingness to report misconduct
- Improve customer service and customer loyalty
- Protect the positive reputation of the organization

### Course Content

- Setting the stage for a positive climate
- Resolving conflict in meeting settings
- Recognizing barriers to communication
- Improving nonverbal communication skills
- Managing time/tips to keep the meeting moving
- Planning objectives and setting a meeting agenda
- Helping participants to come prepared for a meeting
- Communicating clearly and assertively during a meeting
- Enhancing relationships with participants through communication
- How listening and questioning work together during a meeting

- Following up on action items
- Identifying and avoiding things that hinder effective meetings



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Aspiring, newly appointed, and experienced leads, supervisors, managers, and executive leads who want to foster and maintain a team culture of ethics and compliance.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leadership Skills Development I

## 40 Hours

### COURSE OBJECTIVES

- ◆ Overcome resistance to change
- ◆ Lead others to manage themselves
- ◆ Learn to use empathy and active listening skills
- ◆ Learn how to effectively delegate responsibility

### Course Description

This course will provide participants with a practical framework for understanding management and human resources issues and applying the best business practices back at the job. Participants will learn the importance of maintaining a balance between achieving results and developing people. This course will provide supervisors with the skills to influence and direct other people's performance. Participants will learn how to effectively delegate responsibility and create circumstances that motivate and inspire their employees to achieve the desired results. Furthermore, this course will provide an overview of the tools and techniques for evaluating, coaching, and disciplining employees.

### Benefits

- Communicate clearly and persuasively to manage priorities and get the desired results
- Lead others to manage themselves against shared performance expectations
- Use empathy and active listening skills to promote trust, support, and understanding
- Gain credibility with colleagues and team members by handling conflict with diplomacy and tact
- Overcome resistance to change through persuasive communication, encouragement, and coaching

### Course Content

#### Essential Skills for Emerging Leaders

- Describe the crucial mindset shift from employee to supervisor

- List strategies for establishing rapport with staff while maintaining respect and compliance
- Define your role and relationship with your staff (boss vs. buddy)
- Describe the qualities that followers expect and respect in a leader
- Describe the various leadership styles and their influence on employee performance

#### Communicating with Confidence & Credibility

- Define clear communication goals to achieve your desired results
- List the essential elements of the communication process
- Describe the perceptual filters and assumptions that can lead to misunderstandings
- Identify your communication style and the communication styles of others
- Demonstrate your ability to tailor your message to improve your audience's comprehension.

#### Delegating for Improved Productivity and Employee Development

- Identify common barriers and objections to delegation
- Describe the experiences and outcomes of ineffective vs. effective delegation
- Explain the five "rights" of delegation
- Describe ways to ensure that the ownership of the delegated tasks remains with the appropriate employee

#### Inspiring Employee Motivation, Engagement, and Commitment

- Define motivation and explain its impact on employee behavior

# Leadership Skills Development I

## 40 Hours

- Describe your circles of influence/control and how to use them to manage your situation
- Explain the application of motivational theories to current work situations
- Identify ways to build and reinforce employee motivation

### Coaching and Counseling for Peak Job Performance

- Explain the importance of a performance management framework that encourages a continuous and collaborative process with staff
- Identify the coaching and planning tools that will assist in leading meaningful discussions with your staff
- Describe the interaction process that will have employees feeling understood, involved, and encouraged to reach productive outcomes
- Describe ways to handle emotionally charged responses or objections from the employee

### Leading with Emotional Intelligence

- List the five competencies of Emotional intelligence (EQ)
- Explain the impact of Emotional Intelligence on professional contributions and decisions
- Identify strengths and development areas using the Emotional Intelligence Model
- Create a EQ development plan to better manage oneself and others at work

### Team Building

- Identify the various types of team formations
- Explain the stages of team building
- Identify the five dysfunctions of a team and its impact on team functionality
- Describe methods of building supportive networks among team members
- Identify conditions that build team cohesiveness.

### Conflict Resolution Strategies and Management

- Determine conflict management strategies that are most appropriate in various situations

- Identify ways to develop flexible responses and high-trust relationships to workplace conflicts
- Leverage potential conflict situations as opportunities for critical conversations that enhance work relationships
- Identify coping strategies for dealing with challenging people and situations

### Change Management

- List external and internal factors that drive change at your organization
- Identify common barriers and objections to change
- Describe the transition phases during the change cycle
- Explain your role as a catalyst of change through communication, encouragement, and coaching
- Create a plan for sustaining change strategies, measuring progress, and celebrating successes

### Recommended Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who want to refine their skills with current and proven leadership strategies.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leadership Skills Development II

## 40 Hours

### COURSE OBJECTIVES

- ◆ Gain the respect of your team
- ◆ Build credibility with top management
- ◆ Understand the roles and needs of team members
- ◆ Identify and apply critical communication tools

Gain the  
Respect  
of your  
**TEAM**

### Course Description

This course will provide participants with a solid foundation of planning, organizing, and implementing program and project initiatives. This course will offer participants with a comprehensive framework for understanding and applying priority management strategies to increase productivity effectiveness. Participants will obtain strategies for organizing resources and managing multiple projects and programs deadlines. Participants will also learn proven techniques to compose professional written communications (e.g., policies, procedures, business proposals). Participants will also learn the effective tools and techniques for delivering impactful, influential, and memorable presentations.

### Benefits

- Gain the respect of your team and build credibility with top management
- Understand the roles, responsibilities and needs of team members
- Identify and apply critical program/project management tools and priorities management strategies
- Describe stakeholders, their relationships to each other and how these relationships affect program/project outcomes
- Identify and apply critical communication tools and protocols when delivering technical documents and presentations

### Course Content

#### Project Management

- Describe strategies for planning time dimensions, projecting costs, and allocating resources
- Identify the methods for building and sustaining successful project teams



- Differentiate and select coaching strategies to ensure appropriate support and direction
- Describe problem solving techniques to manage project challenges and conflicts
- Explain how to use the Plus Delta Model for continuous improvement

#### Priority and Time Management

- Explain how to prioritize your time using a time matrix system

# Leadership Skills Development II

## 40 Hours

- Determine your productivity styles to create custom-fit sustainable work solutions
- Describe how to facilitate productive meetings with high employee engagement
- Describe techniques for staying organized while managing multiple projects and stakeholder demands



### Business and Technical Writing

- Describe the essential components for various writing requirements
- Explain the 7Cs of effective written communications.
- Organize the content with consideration to the reader's needs and expectations.
- Identify the most common grammar, punctuation and usage errors
- Develop writing templates for frequently used communications to external customers, vendors, and employees (e.g., procedures, policies)

### Persuasive Presentations

- Deliver an impactful and persuasive message by identifying your audience's needs, wants, and priorities
- Develop and organize clear and compelling presentation content
- Identify techniques for effective composition of visual content and support materials
- List ways to respond professionally to questions from the audience
- Identify techniques for handling challenging behaviors from the audience members
- Describe the benefits of rehearsing, adhering to time constraints and speaking without notes

### Recommended Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

High potential employees, newly appointed project leads or supervisors, and experienced managers who want to refine their skills with strategic project and program initiatives.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leading Change

## 12 Hours

### COURSE OBJECTIVES

- ◆ Identify common barriers and objections to change
- ◆ Gain a more comprehensive mindset towards change
- ◆ Describe the transition phases during the change cycle

### Course Description

In today's rapidly changing world, organizations and its employees must respond, embrace, and adapt themselves to changes in order to remain competitive. This program helps change agents maximize the opportunities associated with environmental changes while responding successfully to challenges and resistances to changes. Participants will learn how to develop initiative strategies to communicate changes in an engaging and encouraging manner that will influence a positive impact on morale, processes and productivity.

### Benefits

- Influence yourself and others to have more agile and resilient mindset towards change
- Defuse and manage employee resistances to change more effectively
- Gain support, commitment, and ownership for changes and to maintain momentum throughout the change initiatives
- Create organizational capacity to anticipate and prepare for changes
- Create positive impact on morale, processes, and productivity
- Increase customer satisfaction and gain repeat business by adapting and meeting customers' changing needs and expectations

### Course Content

- List external and internal factors that drive change at your organization
- Describe the transition phases during the change cycle
- Identify common barriers and objections to change
- Identify strategies to gain support, employee engagement, and individual accountability for change initiatives
- Explain your role as a change catalyst and leader of change

champions through persuasive communication, influential coaching, and employee engagement.

- Create a plan for sustaining change strategies, measuring progress, and celebrating successes



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals who are interested in having a more agile and resilient mindset towards change as well as change agents and change champions who need to gain organizational support, employee engagement, and individual commitment to change initiatives.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.



# Human Resources Management for Supervisors

32 Hours

## COURSE OBJECTIVES

- ◆ Create employee motivation circumstances
- ◆ Ensure staff has proper support & guidance
- ◆ Learn recruiting, selecting, & retaining best practices

## Course Description

This training program will provide participants with a practical and legally compliant framework for managing their employees and addressing challenging employee issues. Participants will learn the importance of consistent enforcement of human resources rules and regulations and company's policies and procedures. The course will also examine best practices for talent acquisition, onboarding, and training programs. Participants will learn how to create circumstances that motivate their employees and discover proven ways to recognize and reward outstanding performance. This course offers strategies for goal alignment with performance standards, employee assessment, managing performance, and taking corrective actions. Participants will learn how to manage employees through the lens of state and federal employment legislation.

## Benefits

- Learn how to apply legally defensible strategies in all aspects of employee management
- Discover best practices for recruiting, selecting, and retaining highly engaged and productive individuals who are long term, right-fit for the success of the organization
- Ensure staff is empowered with the proper support and guidance for success through effective onboarding, training, and mentorship programs
- Create circumstances that influences employee motivation and discover best practices for recognizing and rewarding outstanding performances
- Learn proven strategies for facilitating the different types of coaching (coaching for success, improvement, & performance problem)

## Course Content

### Employment Regulations

Explain the basic employment regulations and company policies and procedures that impact their roles and their responsibilities to their staff.

### Recruitment, Selection, and Retention

Describe proven strategies to identify, recruit, hire, and retain employees who have both the competencies and commitment to effectively perform the assigned tasks and meet department and organizational goals.

### Onboarding, Training & Development, Mentoring

Describe best practices and successful trends in successful onboarding, training, and mentoring programs.

### Motivation, Rewards, & Recognition

Identify results-based strategies and circumstances for motivating, recognizing, and rewarding individual employees as well as successful work teams.

### Performance Management

Describe legally defensible strategies and procedures for performance coaching, evaluation and disciplinary actions.

## Prerequisites

There are no prerequisites for this course.

## Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who want to gain a better understanding of human resources management through the lens of legal compliance and best practices.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Performance Management

## 32 Hours

### COURSE OBJECTIVES

- ◆ Identify staff performance standards
- ◆ Identify termination decision factors
- ◆ Describe effective employee performances strategies

### Course Description

This course will provide supervisors with the skills to influence and direct other people's performance. Participants will learn how to effectively create circumstances that inspire their employees to achieve the desired results. This course will provide an overview of the tools and techniques for coaching, evaluating, and disciplining employees. Participants will also develop skills and insight to communicate and facilitate change in a manner that will inspire commitment and ownership from others.

### Benefits

- Apply performance coaching methodologies that create trust, set clear goals, and inspire your team toward greater performance and delivered results
- Foster a work environment that thrives on personal motivation, adaptability, collaboration, and accountability
- Learn how to apply legally defensible strategies in all aspects of employee performance management

### Course Content

- Explain the importance of a performance management framework that encourages a continuous and collaborative process with staff
- Identify performance standards for evaluating staff performances.
- Describe effective strategies for measuring and tracking employee performances
- Identify ways that you can create circumstances to influence employee motivation

- Describe the interaction process that will have employees feeling understood and involved and encouraged to reach productive outcomes
- List the essential components of a Performance Improvement Plan (PIP) that will encourage changed behaviors at the job
- Identify the factors to consider when faced with a termination decision
- Identify examples of effective and ineffective written performance evaluations
- Describe the essential preparation and facilitation components of an effective evaluation session
- Describe ways to handle emotionally charged responses or objections from the employee

### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who want to refine their skills with current and proven leadership strategies.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Project Leadership and Management

## 32 Hours

### COURSE OBJECTIVES

- ◆ Managing and leading people
- ◆ Managing conflict within the team
- ◆ Budget creation, management and close out

### Course Description

This course will provide participants with a solid foundation of product management strategies and tools to successfully manage the project life cycle. Participants will learn how to effectively create circumstances that inspire their team members to achieve the desired project results. This course will provide an opportunity for participants to apply problem-solving tools to manage project challenges and conflicts. Participants will also develop skills to facilitate a continuous quality improvement process.

### Benefits

- Apply project management methodologies to help complete projects on time, on budget, and with the desired results
- Use powerful project tools and methods to make project planning and scheduling straightforward, accurate, and effective
- Inspire team members to achieve desired project results through effective communication, encouragement, and coaching
- Apply project management strategies to monitor and measure progress
- Plan for project contingencies and learn how to creatively solve problems and manage conflicts

### Course Content

- Identify the characteristics of effective project management
- Explain the five phases of the project management process
- Describe strategies for planning time dimensions, projecting costs, and allocating resources
- Examine the project plan elements (e.g., requirements, risk assessment, resources and staff needs, communication plan, task list, schedule, etc.)
- Identify the five “rights” of successful project teams

- Differentiate and select coaching strategies to ensure appropriate support and direction
- Describe problem solving techniques to manage project challenges and conflicts
- Explain how to use the Plus Delta model for continuous improvement



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

High potential employees, newly appointed project leads or supervisors, and experienced managers who want to refine their skills with current and proven project management strategies.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Recruiting, Interviewing & Selecting Right-Fit Employees

4 Hours

## COURSE OBJECTIVES

- ◆ Effective use of screening methods
- ◆ Improve your employee selection approach
- ◆ Understand proactive and reactive recruitment

## Course Description

This course will provide participants with proven strategies to identify, recruit, hire, and retain employees who have both the competencies and commitment to effectively perform the assigned tasks and meet department and organizational goals. Participants will learn the importance of reviewing the job duties and job standards of the vacant position and perform a plus delta assessment to properly establish the job applicant matrix criteria. Participants will gain understanding of the factors of an effective recruitment plan and demonstrate proven strategies for effectively screening prospective job applications. This course will also provide participants with a legal framework for asking appropriate job-related interview questions as well as selecting and hiring long-term, right fit candidates for the organization.

## Benefits

- Improve your overall employee selection approach
- Attract right-fit talent through innovative employee recruitment sources
- Learn how to effectively use screening methods to narrow the pool of right-fit job applicants
- Explore interviewing preparations, inquiry techniques, and follow through strategies to refine and develop your skills in the interview process

## Course Content

- Distinguish between proactive and reactive recruitment
- List traditional, online, and creative recruitment sources
- Collaborating with Management/line managers/ technical leaders to identify the competencies for recruitment
- Describe the important components of a job advertisement including job description

- Explain the record keeping and retention requirements of the recruitment process
- Identify the important prescreening considerations when reviewing applications and résumés
- Describe the various types of employment interviews (e.g., in person, online, HR, departmental, team, etc.)
- Identify interview questions that are appropriate to ask during employment interviews
- Explain the benefits of using various questioning techniques (e.g., competency, open-ended, hypothetical, probing, and close-ended) during the interview.
- Describe effective note taking and documentation strategies
- Select the right-fit job candidate based upon established criteria

## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who want to refine their skills with current and proven recruitment, interviewing, and selection strategies.

## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Leading a Remote Work Environment

12 Hours

## COURSE OBJECTIVES

- ◆ Enhance your virtual leadership presence
- ◆ Plan and facilitate successful virtual meetings
- ◆ Select the right-fit technology for job related tasks

## Course Description

This training course will provide participants with a proven process and framework to develop the competencies of a virtual leader, and strengthen and enhance the productivity of your virtual team. Participants will also learn to optimize the opportunities of having a virtual team while building trust and making authentic, trusting connections with team members.

## Benefits

- Enhance your virtual leadership presence
- Strengthen team networks and support systems for improved performance
- Create influence, trust and engagement in a virtual environment
- Select the right-fit technology for job related tasks
- Plan and facilitate successful virtual meetings

## Course Content

- Identify challenges and opportunities in leading virtually
- Describe your communication style and its impact on virtual leadership and successful virtual communications
- Differentiate between building virtual, remote and co-located teams
- Identify strategies for creating and sustaining trust in a virtual team
- Select approaches that will have virtual team members feeling encouraged to increase their level of engagement in a virtual team
- Describe the ways in which different technologies support virtual work
- Identify strategies for encouraging virtual members to enhance their communication approach in the absence of visual cues (e.g., body language and facial expressions, etc.)

## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (no shared computer with other participants) and a reliable internet connection.



## Who Should Attend

High potential employees, newly appointed leads or supervisors, and experienced managers who are currently leading virtual teams or who will be moving into a virtual leadership role leading a team in a full time or partial remote working environment.

## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Sexual Harassment Prevention Training - Supervisors

2 Hours

## COURSE OBJECTIVES

- ◆ Define sexual harassment
- ◆ Define abusive conduct
- ◆ Differentiate between the two types of harassment

## Course Description

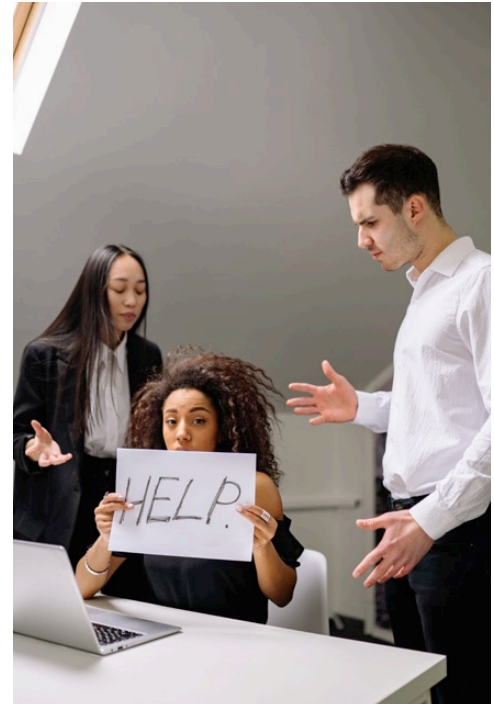
SB 1343 requires California employers with 5 or more employees to provide two hours of sexual harassment and abusive conduct prevention training to all supervisors. Training and education must be provided once every two years as specified under the new law. To assist employers in meeting the minimum training requirements as defined by SB 1343 legislation, we offer highly interactive & legally compliant courses designed and taught by a credentialed subject matter expert. Throughout the multifaceted course, learners will be engaged in practical exercises and collaborative discussions designed to cultivate inclusive and respectful behaviors back at the workplace.

## Benefits

This course provides supervisors with essential information about their unique responsibilities and legal obligations in preventing and responding to harassment, complying with policy and expectations, and creating a respectful and inclusive work environment.

## Course Content

- Define sexual harassment
- Describe offensive behaviors that can be considered harassment
- Differentiate between the two types of harassment
- Define abusive conduct
- Explain the components of a harassment free workplace policy
- Explain supervisory responsibilities in harassment procedures and investigations
- Explain how retaliation is addressed in the workplace
- List the protected categories of workplace discrimination
- Identify strategies to promote and maintain a comfortable, productive work environment



## Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

## Who Should Attend

All supervisors employed by companies with 5 or more employees.

## Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Strategic Planning and Management

## 24 Hours

### COURSE OBJECTIVES

- ◆ Define strategy and its role in business
- ◆ Analyze best practices in strategic management
- ◆ Understand using SMART goals to measure success
- ◆ Identify critical plan implementation success factors

### Course Description

This course will provide participants with a practical framework for formulating a strategic plan that will help the organization advance and grow. Participants will learn the skills necessary to identify strategies to better position the organization for long-term competitive advantage. Participants will discover how to translate strategy into action. In addition, they will learn how to execute strategy and deliver results through people and processes. This course will also provide an overview of the tools and techniques for establishing strategic planning, monitoring and controlling mechanisms that ensure positive results. The program has been designed to enhance and build upon the participants' current abilities in the strategic planning process. Participants will learn the importance of detecting the Strengths, Weaknesses, Opportunities, and Threats (SWOT) that drive strategy.

### Course Content

#### Mission, Vision, and Values

- Define strategy and its role in business
- Explain the essential strategic management process components
- Describe the relationship among leadership, culture, stakeholder interests, and strategic outcomes
- Create vision, mission, and values statements

#### Environmental Analysis and Long-term Objectives

- Conduct an environmental analysis using appropriate tools
- Assess the remote, industry and operating environments
- Perform a SWOT analysis
- Create a set of long-term objectives from the environmental analysis
- Align the vision and values of an organization to meet its long-term objectives

#### Goals and Action Plans

- Identify critical success factors for plan implementation
- Create a strategic roadmap to outline the implementation process
- Translate the strategic roadmap into the annual operating plan with departmental and business unit objectives, action plans, and budgets

#### Strategic Plan Execution

- Analyze best practices in strategic management
- Evaluate real-world applications of strategic management
- List methods to ensure staff assumes "ownership" for implementation
- Describe the importance of communication, organization, and culture

#### Strategic Plan Evaluation

- Explain the importance of using SMART goals to measure success
- Describe steps of monitoring progress towards completing goals and action plans
- List ways to set the stage for strategy planning being a process and not a one-time event

### Recommended Prerequisites

No prerequisites for this course.

### Who Should Attend

Managers, supervisors, and business professionals who want to expand their strategic planning skills and strategic management perspectives.

#### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.

# Train the Trainer

## 24 Hours

### COURSE OBJECTIVES

- ◆ Expand capacity to upskill staff
- ◆ Lead discussions with confidence
- ◆ Explain the steps involved in designing content

### Course Description

The course will provide participants with the skills necessary to create learning objectives, deliver training content, and provide the optimal learning experience to employees needing to upskill their current knowledge and abilities. This course will also provide participants with a practical framework for understanding the basics of adult learning theory and standard format of a training session. Participants will learn how to incorporate participant engagement and activities that focus on knowledge retention and application.

### Benefits

- Expand capacity to upskill staff timely and consistently
- Lead discussions with confidence and make accurate observations to help participants to link training to their jobs.
- Flex their facilitation style to meet the unique needs, abilities, and interests of their training participants.
- Create a participant-centered course that is suited for adult learners

### Course Content

- Describe the unique needs, motivations, and expectations of adult learners
- Explain the ADDIE Instructional Learning Model
- Examine the participants' different learning styles and how to accommodate your instructional style accordingly
- Identify the skills required to be an effective trainer.
- Assess and analyze the learners' needs to identify and prioritize areas of training topics
- Design and develop learning objectives to serve as a foundation for creating a training program that assists learners to obtain the required skills and knowledge.

- Explain the steps involved in designing training content
- Describe proven methods for the training preparations (e.g., room setup, equipment, visual aids, pre-training communications to learner, and program practice).
- Identify the strategies that will assist in facilitating the training session confidently and competently, while maintaining the focus on the learner
- Explain the importance of evaluation and enhancement of training program



### Prerequisites

There are no prerequisites for this course. Note: If the course is online, each participant must have access to a computer (audio/visual & keyboard, no shared computer with other participants) and a reliable internet connection.

### Who Should Attend

Business professionals such as subject matter experts, new and seasoned training professionals who want refine their facilitation skills with current and proven training strategies that inspire their participants to be engaged and transfer their learned knowledge/skills back at the job.

### Note

Course content and recommended hours can be customized. Classes can be held at your site, in-person, or online via Zoom.





## Employee Training Institute Locations Include

Valencia Campus Classrooms and Labs

Canyon Country Campus Classrooms and Labs

CACT CNC Machining Training Center Co-Located at B&B Manufacturing

Onsite at Business Locations throughout the Santa Clarita Valley

Hybrid Classroom/Online Live

**NEW: Advanced Technology Center – <https://atc.canyons.edu/index.html>**

# Additional Workforce and Economic Advancement (WEA) Division Services

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## Customized Employee Training

<https://canyonsworkforce.org/eti/>

We develop and deliver customized employee training programs that are tailored to the strategic business needs of employers. Because we are part of a statewide community college collaborative, we have access to vast resources that include the nation's largest repository of workplace-specific curriculum and subject area expertise. This enables us to develop and deliver training on virtually any training topic — from advanced technology to supply chain management, leadership development and manufacturing skills. Because our training programs are developed in collaboration with industry, they are designed to increase organizational efficiencies, enhance employee productivity, and help close skills gaps that can hinder growth and competitiveness.



## Fast Track

<https://canyonsworkforce.org/fasttrack/>

Our Fast Track Programs provide fast-paced, intensive, job preparation for job seekers looking to obtain employment. Learn more about our Uniquely Able or Low Observable programs.

<https://canyonsworkforce.org/uaa/>

<https://canyonsworkforce.org/lo-program/>



## State Funding for Training

<https://canyonsworkforce.org/etp/>

We are adept at helping employers access and administer Employment Training Panel (ETP) funding that helps offset the cost of training programs. Find out if you are eligible for ETP funding.



## Small Business Development

<https://cocsbdc.org/>

Through the Small Business Development Center, we help more than 1,000 businesses annually gain access to capital, develop business plans, and manage their companies.



## Registered Apprenticeship Program

Registered apprenticeship is a national system of industry-driven instruction that combines on-the-job training and related classroom learning.

## Centers For Applied Competitive Technologies

<https://cact.org/>

Educate, Train, Connect and Inspire our Future Workforce!

The Center for Applied Competitive Technologies (CACT) is an initiative of the California Community Colleges' Economic and Workforce Development (CCCEWD) program. Our mission is to advance the global competitiveness and innovation for advanced technology companies in California, through responsive workforce training and technical consulting services.





[canyonsworkforce.org/eti](http://canyonsworkforce.org/eti)

