

GENERAL SERVICES ADMINISTRATION

Contract Number: #47QRAA18D005Z
Contract Period: 3-5-2018 through 3-4-2023

For more information on ordering from
Federal Supply Schedules go to the GSA
Schedules page at GSA.gov.

Federal Supply Service

Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through GSA Advantage!™, a menu-driven database system.

The INTERNET address for GSA Advantage!™ is:

<http://www.GSAAdvantage.gov>.



FMP

consulting

MULTIPLE AWARD SCHEDULE

Federal Supply Group: Professional Services

Contractor: Federal Management Partners, Inc.
(d/b/a FMP Consulting)
2900 South Quincy Street, Suite 200
Arlington, Virginia 22206-2283

Business Size:

Small Business | Woman-Owned
Top-Secret Facility Clearance

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Pricelist current as of Modification #PS-0012, effective October 27, 2021.

CUSTOMER ORDERING INFORMATION

- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:
SIN 541611/RC (Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services)
SIN 611430/RC (Professional and Management Development Training);
SIN OLM/RC (Order-Level Materials (OLM's).
- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. See attached price list.
- 1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item. See FMP Labor Category Descriptions.
2. Maximum Order: \$1,000,000.00
3. Minimum Order: \$100.00
4. Geographic Coverage (delivery area): Domestic Only
5. Point(s) of production (city, county, and state or foreign country): Same as company address.
6. Discount from list prices or statement of net price: Government Net Prices (discounts already deducted).
7. Quantity discounts: None
8. Prompt payment terms: Net 30 days. "Information for Ordering Offices: Prompt Payment Terms cannot be negotiated outside the contractual agreement in exchange for other concessions."
9. Foreign items (list items by country of origin): None
- 10a. Time of Delivery (Contractor insert number of days): Specified on the Task Order.
- 10b. Expedited Delivery. The Contractor will insert the sentence "Items available for expedited delivery are noted in this price list." under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery: Contact Contractor.
- 10c. Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and 2-day delivery: Contact Contractor.
- 10d. Urgent Requirements. The Contractor will note in its price list the "Urgent Requirements" clause of its contract and advise agencies that they can also contact the Contractor's representative to effect a faster delivery: Contact Contractor.
11. F.O.B Points(s): Destination.
- 12a. Ordering Address(es): Same as Contractor.
- 12b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), are found in Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment address(es): Same as company address.
14. Warranty provision: Contractor's standard commercial warranty.

15. Export Packing Charges (if applicable): N/A
16. Terms and conditions of rental, maintenance, and repair (if applicable): N/A
17. Terms and conditions of installation (if applicable): N/A
18. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
19. Terms and conditions for any other services (if applicable): N/A
20. List of service and distribution points (if applicable): N/A
21. List of participating dealers (if applicable): N/A
22. Preventive maintenance (if applicable): N/A
- 23a. Environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A
- 23b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g contractor's website or other location.) The EIT standards can be found at: www.Section508.gov/: N/A
24. Unique Entity Identifier (UEI) number: 825894421
25. Notification regarding registration in System for Award Management (SAM) database: Registered

Service Contract Labor Standards (SCLS): "The Service Contract Labor Standards, formerly the Service Contract Act (SCA) is applicable to this contract as it applies to the entire Multiple Award Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and/or when the contractor adds SCLS labor categories/employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract."

Final Pricing: The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Labor Category	GSA Rate 3/5/21-3/4/22	GSA Rate 3/5/22-3/4/23
Coach	\$289.94	\$296.03
Consultant	\$82.37	\$84.10
Consultant I	\$98.76	\$100.84
Consultant II	\$112.80	\$115.17
Consultant III	\$133.10	\$135.89
Engagement Manager	\$170.75	\$174.34
Executive Coach	\$351.90	\$359.29
Expert	\$217.71	\$222.29
Managing Consultant	\$182.80	\$186.64
Managing Director	\$204.63	\$208.93
Program Manager	\$182.80	\$186.64
Project Manager I	\$145.52	\$148.57
Project Manager II	\$160.52	\$163.89
Project Manager III	\$170.75	\$174.34
Research Analyst	\$49.40	\$50.44
Senior Consultant I	\$145.52	\$148.57
Senior Consultant II	\$160.52	\$163.89
Senior Expert	\$261.25	\$266.74

MAS SERVICES

Our firm offers a wide array of services and we have arranged a few of them below to assist the client in fitting our services within the MAS framework.

SIN 541611/RC CONSULTING SERVICES:

We provide expert advice, assistance, guidance and counseling in support of agencies' management, organizational and business improvement efforts.

This includes studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Examples of consultation include, but are not limited to:

- » strategic and business planning
- » systems alignment
- » process and productivity improvement
- » organizational assessments
- » leadership systems
- » performance measures and indicators
- » program audits and evaluations

FACILITATION SERVICES:

We provide facilitation and other decision support services. Agencies may hire us when engaging in collaboration efforts when working with ad-hoc groups or integrated teams. Agencies bringing together diverse teams and/or groups with common and divergent interests may require a neutral party to assist them in:

- » the use of problem-solving techniques
- » resolving disputes, disagreements and divergent views
- » defining and refining the agenda
- » convening and leading large and small group briefings and discussions
- » providing a draft for the permanent record
- » recording discussion content and focusing decision-making
- » debriefing and in overall planning

SURVEY SERVICES:

We provide expert consultation, assistance and deliverables associated with all aspects of surveying. We can survey employees, citizens, management or other specific constituencies of any size. We can assist with and independently complete:

- » planning survey design
- » administering surveys using various types of data collection methods
- » sampling and survey development
- » database administration
- » analyses of quantitative and qualitative survey data
- » pretest/pilot surveying
- » assessing reliability and validity
- » producing deliverables that include:
 - » description and summary of results with associated graphs, charts and tables description of data collection and survey administration methods
 - » discussion of sample characteristics and validity of data
 - » analysis of non-response
 - » briefing of results to include discussion of recommendations and follow-up actions

SIN 611430/RC TRAINING SERVICES:

Instructor Led Training, Web Based Training and Education Courses, Course Development, and Test Administration: We provide commercially available off-the-shelf training and/or educational courses that are delivered via an Instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based system (i.e. Internet/Intranet, software packages, and computer applications). We also

provide professional services in support of planning, creating, and/or executing a customized course(s) to include learning management, customized subject matter specific training and/or educational courses that are delivered via an instructor-led and/or web-based system. Our professional services in support of planning, creating, and/or executing a customized course(s) shall include labor categories (i.e., Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), and methodology(ies) to be used.

SIN 541611/RC PROGRAM AND PROJECT MANAGEMENT:

FMP provides high-quality integrated business program support services to assist agencies in planning, initiating, managing, executing, and closing out mission-oriented business programs and projects. Services included are: project leadership and communications with stakeholders; project planning and scheduling; earned value management support; project management, including performance monitoring and measurement; reporting and documentation associated with project/program objectives; stakeholder briefings, participation in required meetings, and related project support services; program integration services; and project close-out services.

FMP LABOR CATEGORY DESCRIPTIONS*

COACH

Role: Provides leadership coaching to emerging leaders and mid-level managers, in structured engagements designed to enhance leader performance. Supports complex, difficult, and sensitive projects; engages with leaders at mid to lower levels of an organization; designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.

Qualifications: Requires a minimum of a Master's degree and three (3) years relevant experience or a Bachelor's degree, and five (5) years of experience, and ICF certification (or equivalent) at the ACC level or above. Coaches must demonstrate experience designing and implementing coaching engagements for mid to senior level professionals, emerging leaders and first-time managers, and must hold an advanced training certificate from an industry-recognized coach training school.

CONSULTANT

Role: Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans individual tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

Qualifications: Advanced degree (minimum Bachelor's degree). Entry level consultant with one year of experience successfully performing management consulting or related work.

CONSULTANT I

Role: Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans project tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

Qualifications: Advanced degree (minimum Bachelor's degree) and at least two years of experience successfully performing management consulting or related work.

CONSULTANT II

Role: Provides management advice and assistance to clients and performs consulting tasks (research, data analysis, interviewing, report-writing). Plans project tasks; monitors completion of tasks; tracks schedule and cost; coordinates project activities; directs/coordinates staff involved with project; coaches/assists staff with projects; ensures project meets contract requirements; and communicates with client on project status and results.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least three years of experience successfully performing management consulting or related work.

CONSULTANT III

Role: Works on, leads, or manages consulting projects; provides technical advice, assistance and mentoring to clients and staff; directs/coordinates staff involved with project; coordinates project activities; reviews and approves deliverables; ensures project meets contract requirements; communicates with client on project status and results; and identifies and resolves project issues. Nurtures long-term client relationship.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least five years of experience successfully performing management consulting or related work, including one to two years leading and directing consulting projects, some of which were large and complex in nature.

ENGAGEMENT MANAGER

Role: Leads highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; supports development of project goals and methodologies; assists with planning and acquiring necessary resources; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least ten years of experience successfully performing management consulting or related work, including five years leading and directing consulting projects, some of which were large and highly complex in nature.

EXECUTIVE COACH

Role: Provides leadership coaching to executives in structured engagements designed to enhance performance. Supports highly complex, difficult, and sensitive projects; engages with leaders at the most senior levels of an organization; designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.

Qualifications: Requires a minimum of a Master's degree and five (5) years relevant experience or a Bachelor's degree, and seven (7) years of experience, and ICF certification (or equivalent) at the PCC or MCC level. Coaches must demonstrate experience designing and implementing coaching engagements for senior level professionals and executives and must hold an advanced training certificate from an industry-recognized coach training school.

EXPERT

Role: Provides high-level expertise and consultation on specialized strategic HR and general management issues. Leads and/or works on highly complex, difficult and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic area.

Qualifications: Advanced degree (minimum Bachelor's degree) and at least twelve years of progressive experience. Relevant experience includes, but is not limited to, experience in supporting and/or leading large projects related to the individual's subject matter expertise. These senior personnel are renowned experts in their area of expertise.

MANAGING CONSULTANT

Role: An FMP business and project leader for contracted FMP projects. Conceptualizes project goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including five to eight years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

MANAGING DIRECTOR

Role: A senior FMP business leader for contracted FMP projects. Leads and authorizes negotiations; conceptualizes program goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

Qualifications: Senior FMP business leader; advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including eight to ten years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

PROGRAM MANAGER

Role: An FMP business and project leader for contracted FMP projects. Conceptualizes project goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects. *Qualifications:* Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including five to eight years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

PROJECT MANAGER I

Role: Works on, leads, or manages moderately to highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; identifies and resolves project issues; ensures overall customer satisfaction; and supports planning for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least six years of experience successfully performing management consulting or related work, including two to three years leading and directing consulting projects, some of which were large and complex in nature.

PROJECT MANAGER II

Role: Manages complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and supports planning for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least seven years of experience successfully performing management consulting or related work, including three to five years leading and directing consulting projects, some of which were large and highly complex in nature.

PROJECT MANAGER III

Role: Leads highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; supports development of project goals and methodologies; assists with planning and acquiring necessary resources; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least ten years of experience successfully performing management consulting or related work, including five years leading and directing consulting projects, some of which were large and highly complex in nature.

RESEARCH ANALYST

Role: Provides project support services to more senior staff, including research, analysis, facilitation assistance and document preparation.

Qualifications: Bachelor's degree (minimum High School Diploma) with one year with work or internship experience that indicates possession of analytical, presentation, interpersonal and verbal skills required to succeed as a consultant.

SENIOR CONSULTANT I

Role: Works on, leads, or manages moderately to highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; identifies and resolves project issues; ensures overall customer satisfaction; and supports planning for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least six years of experience successfully performing management consulting or related work, including two to three years leading and directing consulting projects, some of which were large and complex in nature.

SENIOR CONSULTANT II

Role: Manages complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and supports planning for future projects.

Qualifications: Advanced degree (minimum Bachelor's degree) with at least seven years of experience successfully performing management consulting or related work, including three to five years leading and directing consulting projects, some of which were large and highly complex in nature.

SENIOR EXPERT

Role: Provides high-level expertise and consultation on the integration of strategic HR and general management issues. Leads and/or works on highly complex, difficult and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic areas.

Qualifications: Advanced degree (minimum Bachelor's degree) and fifteen to twenty years of progressive experience. Relevant experience includes, but is not limited to, experience in leading major strategic management projects. These senior personnel are renowned experts in their areas of expertise and have extensive experience as leaders and senior executives.

***FMP uses the standards described above as follows:**

Whenever years of experience are referred to in these standards, it is understood that a Bachelor's degree in a relevant area of study is equivalent to five years of the described experience, a Master's degree in a relevant area of study is equivalent to two years of the described experience and a Doctorate Degree in a relevant area of study is equivalent to four years of the described experience.

Training Courses Pricelist – Price per Course

Course Title	Course Length	In Person - GSA Price 2021-2023	Virtual - GSA Price 2021-2023
Managing Change for Managers	4 hours	\$2,931.99	\$4,222.07
Thriving Through Transition	4 hours	\$2,931.99	\$3,518.39
Difficult Conversations	4 hours	\$2,931.99	\$3,518.39
Diversity & Inclusion for HR Professionals	2 hours	\$1,954.66	\$2,345.59
Gender Identity in the Workplace	2.5 hours	\$1,954.66	\$2,345.59
Microaggressions Workshop	2 hours	\$1,954.66	\$2,345.59
	4 hours	\$2,931.99	\$3,518.39
Navigating Bias in Performance Management	2 hours	\$1,954.66	\$2,345.59
Power Dynamics	2 hours	\$1,954.66	\$2,345.59

Course Title	Course Length	In Person - GSA Price 2021-2023	Virtual - GSA Price 2021-2023
Radical Candor	1 hour	\$1,954.66	\$2,345.59
Conducting Career Development Conversations	1 hour	\$1,954.66	\$2,345.59
Connecting with Your Career	4 hours	\$2,931.99	\$4,546.93
Feedback 101	3 hours	\$2,931.99	\$3,518.39
Motivation and Employee Engagement	4 hours	\$2,931.99	\$3,518.39
Principled Negotiation	4 hours	\$2,931.99	\$3,518.39
Project Management	1 day	\$5,130.98	\$8,246.22
Self-Assessment Writing Workshop	4 hours	\$3,111.74	\$3,734.09
Time Management Workshop	1 day	\$5,130.98	\$6,596.98
Facilitation Skills	1 day	\$5,130.98	\$6,596.98
High-Impact Presentation Skills	1 day	\$5,863.28	\$6,596.98
Leading Effective Meetings	4 hours	\$2,931.99	\$3,518.39
Advanced Coaching Skills	4 hours	\$2,931.99	\$3,518.39
Five Behaviors of a Cohesive Team	4 hours	\$2,931.99	\$3,518.39
	1 day	\$5,685.79	\$6,596.98
Introduction to Coaching Direct Reports	1 day	\$5,283.60	\$6,596.98
Leading Virtual Teams	1 day	\$5,130.98	\$6,596.98
Managing Conflict	4 hours	\$2,931.99	\$3,518.39
The Work of Leaders	3 days	\$13,193.95	\$15,832.75



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*Please see course information to learn more about assessment fees.



CHANGE MANAGEMENT

Managing Change for Managers

Duration: 4 hours

Audience Level: Leadership

Description: When organizational change occurs, managers are usually tasked with successfully implementing the change while also managing the impact it has on their employees. While this can be extremely challenging, with the right tools, managers can successfully balance these priorities.

Objectives - by the end of this course, participants will be able to:

- Articulate the process and impact of change on people and performance
- Identify and manage the stress that often accompanies change
- Understand their role in managing change
- Implement strategies for increasing adaptive capacity within themselves and their teams
- Successfully lead conversations about change

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Thriving Through Transition

Duration: 4 hours, 2 days, or 3 days

Audience Level: Employee

Description: We live in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world where change is exponentially more difficult for people to manage. Organizations need a structured approach for navigating ongoing VUCA change. Mobilizing workforce with 21st century skills like emotional intelligence, agility and creative thinking enable organizations to not just survive but thrive over time. In this course, we review proven strategies and tactics to effectively lead change across diverse stakeholders. Integrated throughout the technical process are personal resilience techniques to positively impact how people manage stress and influence others in the experience of change. The teachings are applicable to any type of organization (i.e., public, private, community-based) and for any type of change challenge (i.e., process, technology, culture). Students will grasp concepts through introspection, group discussion and experiential practice in concert with direct application to their current work. Additionally, this course satisfies requirements for earning or renewing [Certified Change Management Professional™ \(CCMP™\)](#) – a globally recognized credential established by the [Association of Change Management Professionals® \(ACMP®\)](#).

Objectives – by the end of this course, participants will be able to:



- Understand the fundamentals of Organizational Change Management (OCM)
- Use a structured process to assess, plan and implement challenging business change
- Develop strategies, plans and tactics to support people in adopting change
- Refine communication skills to engage and influence stakeholders
- Adapt and customize your approach to maximize buy-in and results
- Design governance and coaching to support leaders in their role of leading
- Increase personal change readiness, agility and resilience
- Measure change success to realize benefits
- Develop capacity for continuous change performance

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide



DIVERSITY, EQUITY, AND INCLUSION (DE&I)

Difficult Conversations

Duration: 4 hours

Audience Level: Employee

Description: Difficult Conversations is a course that prepares participants to constructively and effectively manage difficult conversations in the workspace. Difficult conversations can be defined as conversations where there are competing points of view, when there are strong emotional currents or people feel as though their identities are at stake, or when multiple people have contributed to the issue in different ways. In particular, dealing with conflict or tension between employees of diverse backgrounds can be especially challenging. This course encourages participants to think candidly about what types of conversation they struggle with. Additionally, participants learn to dissect the facets that make up a difficult conversation and develop skillset around hearing new perspectives and delivering effective feedback. This is a highly interactive course, with many opportunities for participants to share their experiences and to practice their new skills.

Objectives – by the end of the course, participants will be able to:

- Identify what situations tend to lead to difficult conversations
- Explore how conversations between diverse employees create unique challenges
- Identify and describe the different components of a difficult conversation
- Engage and practice effective listening and feedback practices to minimize the risk inherent in a difficult conversation

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Difficult Conversations

Diversity & Inclusion for HR Professionals

Duration: 2 hours

Audience Level: HR Professionals

Description: A diverse workplace hires and retains employees with a wide variety of identities and backgrounds, while an inclusive workplace actively works to ensure all its employees feel safe, empowered, represented, and welcome. Both diversity and inclusion are critical components of a thriving organization. This training course introduces participants to the concepts of diversity and inclusion in the workplace, explains why diversity and inclusion are important aspects of business, and makes the connection between Diversity and Inclusion (D&I) strategic plans and human resources.



Objectives – by the end of the course, participants will be able to:

- Describe the nature and goals of D&I programs in the workplace
- Explain the high-level business case for D&I
- Explain what a D&I strategic plan is and HR's participation in it
- Describe several examples of D&I initiatives, including their key features and their relationship to HR

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Diversity & Inclusion for HR Professionals

Gender Identity in the Workplace

Duration: 2.5 hours

Audience Level: Employee

Description: The goal of this workshop is to highlight a gender-related conversation: the experiences of transgender and nonbinary employees. These conversations have been common in the news over the past several years, but most organizations have not given critical thought to how they can support their gender-diverse employees. One of the primary drivers of this inaction is a lack of understanding. Gender diversity is a fast-evolving conversation that is still very much in its infancy. As individuals learn new ways to describe their identities and advocate for themselves, well-educated organizations are best positioned to be active participants in that conversation and to lead their industries in cultivating inclusive environments that support employees and drive performance. The course covers understanding gender identity, common topics in gender identity, and leading gender inclusive initiatives.

Objectives – by the end of the course, participants will be able to:

- Understand the experiences, needs, and priorities of gender diverse employees
- Guide and support employees with questions about gender diversity from a place of knowledge and confidence
- Make informed program and policy decisions about the organization's approach to gender inclusivity
- Boost organizational performance and business outcomes by empowering gender diverse employees to thrive at work

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides



- Participant Guide
- Handout: Terminology Matching

Microaggressions Workshop

Duration: 2 or 4 hours

Audience Level: Leadership or Employee

Description: This course introduces participants to the concept of microaggressions – small acts of unintentional discrimination and prejudice that occur throughout daily life – and the impact they have on people with marginalized identities. Participants will learn common indicators of microaggressions, experience how microaggressions have a cascading impact on health and productivity, and practice tools and strategies for preventing and addressing microaggressions in the workplace. The workshop emphasizes practical application and remains sensitive to the complex relationships and dynamics that exist in a professional environment. Activities focus on building empathy and understanding of microaggressions and offer participants the chance to brainstorm strategies for handling microaggressions in socially or professional complex situations. Some familiarity with unconscious biases is recommended prior to taking this course.

Objectives – by the end of this course, participants will be able to:

- Describe what microaggressions are and the role they play in discrimination and marginalization
- Recognize the major demographic markers that render individuals vulnerable to microaggressions
- Describe the short, mid, and long-term impact that microaggressions can have on victims
- Discuss and practice behaviors that minimize the risk of committing microaggressions against marginalized persons
- Discuss and practice behaviors that mitigate the harm caused by microaggressions
- Describe strategies to address witnessed microaggressions in both personal and professional environments

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Identifying Microaggressions

Navigating Bias in Performance Management

Duration: 2 hours

Audience Level: Leadership

Description: This workshop equips participants with tools and strategies for navigating the influence of bias on performance management and evaluation processes. The workshop explores

the various ways bias can impede employee performance, including challenging team dynamics, narrow visions of cultural “fit,” and imbalanced accountability practices. With a particular focus on 1:1 performance conversations between managers and their employees, this workshop equips managers and supervisors with the skills necessary to openly explore root causes of performance challenges, engage in equitable, collaborative development plans with employees, and expand their understanding of how employees can contribute to team and organizational culture and operations.

Objectives – by the end of this course, participants will be able to:

- Describe common intersections of performance and marginalization
- Conduct collaborative conversations with marginalized employees to establish shared understanding of the full scope of their experiences
- Incorporate awareness of bias and its impacts to root cause analysis of performance challenges and accountability plans
- Draft performance improvement action plans that incorporate strategies for addressing bias

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Identifying Biases in Team Dynamics
- Handout: Strategies for Minimizing Bias in Performance Management

Power Dynamics

Duration: 2 hours

Audience Level: Employee

Description: This course covers a nuanced exploration of one of the most complex and critical interpersonal mechanisms integral to D&I practice: power dynamics. Starting with an overview of what power is and how power dynamics shape and influence social and professional interactions, participants will explore both common and unexpected kinds of power dynamics. Following the introduction, participants will learn more about the frequent intersections of power dynamics with different cognitive biases and use this content to generate discussion about how unhealthy or destructive power dynamics contribute to cultural, professional, and social systems of oppression. The second half of the course breaks down the emotional drivers behind why and how we seek power, and concludes by introducing a perspective shift to seeking safety through trust rather than control. The course integrates concepts like Servant Leadership as positive models for negotiating power dynamics collaboratively and transparently. Participants will gain valuable skills for recognizing power dynamics in the wild and both proactively and correctively bringing more intention, compassion, and awareness into their own relationships with power.

Objectives – by the end of this course, participants will be able to:



- Define the concepts of power and power dynamics
- Understand how power dynamics manifest and impact interpersonal environments
- Identify intersections of power dynamics and cognitive biases
- Identify the emotional drivers behind why we seek power and control
- Use the “safety through trust” model to practice power on purpose

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Radical Candor

Duration: 1 hour

Audience Level: Leadership

Description: Radical Candor describes an approach to honesty that prioritizes compassion and transparency. Based off the best-selling book by Kim Scott, this course teaches participants how to infuse their employee meetings with trust, growth, and collaboration. Participants learn about how feedback styles fall at a point along two axes: Caring Personally and Challenging Directly. Participants learn about the four different feedback styles and have the opportunity to self-assess where their own style tends to fall. Having established this foundation, participants then learn best practices for receiving, giving, and encouraging guidance between themselves and their employees. Participants wrap up the course by identifying useful resources to support their practice of radical candor moving forward.

Objectives – by the end of this course, participants will be able to:

- Identify the four feedback styles: Obnoxious Aggression, Manipulative Insecurity, Ruinous Empathy, and Radical Candor
- Accurately define Radical Candor and identify its core characteristics
- Give and receive guidance in a format that encourages radical candor from all participants
- Identify action steps for incorporating radical candor into their work relationships

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Radical Candor

EMPLOYEE/CAREER DEVELOPMENT

Conducting Career Development Conversations

Duration: 1 hour

Audience Level: Leadership

Description: Career development, much like performance management, is one of those activities that we tend to bottle up all year long in favor of one long conversation at the end of the year (if it happens at all!). But what if you had 2, 30-minute or 4, 15-minute conversations throughout the year instead of 1 60-minute conversation? This rhythm has been shown to increase engagement, improve motivation, and lead to meaningful career progress. This course will help participants get started with initiating career conversations.

Objectives – by the end of this course, participants will be able to:

- Understand the difference between the career ladder concept and the career rock wall concept
- Understand how to cultivate insight through questions that promote hindsight and foresight
- Utilize tools to help them facilitate effective and thoughtful career conversations
- Identify approaches to career development that go beyond training

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Connecting with Your Career*

Duration: 4 hours

Audience Level: Employee

Description: For most people, taking responsibility for your own career development can feel overwhelming, but fear not! In this course, you'll learn about a variety of career development theories, and discuss how to apply them to support your own career growth. You'll also have the opportunity to take the Strong Interest Inventory®, a well-established interest inventory used in career assessments. Your Strong Interest Inventory® Report can help identify characteristics of your desired job, as well as provide guidance around career development to help you attain the job you want.

Objectives – by the end of this course, participants will be able to:

- Understand the different aspects of career development, including the ABC Model for Self-Reflection and Feedback Questions



- Interpret their level of interest in each of the six General Occupational Themes on the Strong Interest Inventory® Report
- Develop growth goals to advance their career

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Strong Interest Inventory® Report

*Please note that the Strong Interest Inventory Assessment fee is not included in the course fee. This assessment fee varies and is per participant.

Feedback 101

Duration: 3 hours

Audience Level: Employee

Description: Giving and receiving feedback is an integral part of self and peer development. During this course, participants will learn how to define, recognize, receive, react to, deliver, and follow up on feedback. This engaging, interactive training covers common feedback errors as well as best practice and tips and techniques for both receiving and administering feedback.

Objectives – by the end of this course, participants will be able to:

- Describe the feedback culture at our organization
- Employ strategies to overcome personal barriers to providing and receiving feedback
- Solicit feedback from peers, project managers, and leaders
- Provide timely, high quality feedback in a variety of contexts

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Motivation and Employee Engagement

Duration: 4 hours

Audience Level: Leadership

Description: Employee engagement describes the heightened connection between employees and their work, their organization, or the people they work for or with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that



their organization values them. Having engaged employees boosts your team's productivity and organization's effectiveness, leading to better business outcomes in support of your mission.

During this course, you will consider your role in engaging and motivating employees at your organization and identify an action plan to maximize engagement and motivation. For those in a supervisory role, you will consider how this affects your direct reports. For those in an aspiring supervisory role, you will consider how engagement and motivation affects your work unit as whole.

Objectives – by the end of this course, participants will be able to:

- Define employee engagement and describe the importance/impact of an engaged workforce
- Define motivation and explain the difference between intrinsic and extrinsic motivation
- Design a plan to engage direct reports in the workplace

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Principled Negotiation

Duration: 4 hours

Audience Level: Employee

Description: Principled Negotiation is a course that prepares participants to engage in negotiation tactics that are effective, constructive, and principled. Participants will learn about the fundamentals of what differentiates principled negotiation from other types of negotiation. Additionally, participants will learn to apply principled negotiation techniques to planning and conducting all types of negotiation, a practice that will improve those negotiations' outcomes across the board. Finally, participants will receive a detailed look at the process of negotiating and receive plenty of interactive time to share thoughts and try out new skills and techniques.

Objectives – by the end of this course, participants will be able to:

- Understand and utilize a principled negotiation framework that:
 - Is reliable, systematic and produces consistent results
 - Provides guidance for planning and conducting negotiations of all kinds
 - Provides the opportunity to enhance the outcomes of all negotiation processes
- Identify the elements of a good outcome to a negotiation
- Apply those elements in preparing for a negotiation
- Identify the steps to be taken, prior to and during negotiation
- Practice these processes in a safe, encouraging environment

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Project Management

Duration: 1 day

Audience Level: Employee

Description: This program is designed to teach individuals how to complete projects efficiently and successfully using proven methodologies and best practices. The course introduces project management then explains the various phases of project management which includes planning, scheduling, implementation, and closure. Participants work through the participant guide to reinforce topics covered and solve real world problems via a case study.

Objectives – by the end of this course, participants will be able to:

- Define project management and the skills for doing it effectively
- Explain a basic project lifecycle and apply it to practical situations
- Utilize tools and resources to navigate the project lifecycle
- Share best practices with colleagues to build more institutional knowledge around project management

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Self-Assessment Writing Workshop

Duration: 4 hours

Audience Level: Employee

Description: The Self-Assessment Workshop is a practical skills class designed to teach participants the key components of writing strong self-assessments. The course provides context for why self-assessments are important contributors to the performance management process. It situates self-assessments at the intersection of organizational strategy, personal objectives, and past performance – a positioning that clearly communicates the value of self-assessments. Participants learn what data is useful for self-assessments and tools for tracking their performance over time. Finally, the course introduces participants to several frameworks for writing strong self-assessments and provides opportunities to practice each framework and receive feedback.

Objectives – by the end of this course, participants will be able to:

- Share knowledge and best practices for writing self-assessments



- Provide clarification around the expectations for the year-end self-assessment
- Begin outlining their self-assessment using a structured methodology
- Understand how to use job aids and worksheets to structure self-assessments

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Self-Assessment

Time Management Workshop

Duration: 1 day

Audience Level: Employee

Description: In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

Objectives – by the end of this course, participants will be able to:

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

FACILITATION AND PRESENTATION SKILLS

Facilitation Skills

Duration: 1 day

Audience Level: Employee

Description

To be effective in the modern workplace, leaders must become adept at facilitation in a variety of contexts. From one-on-one to large groups, from meetings to workshops, leaders must be able to guide groups to make decisions, to take action, and to learn. In this highly interactive course, you will build your facilitation toolbox with practical, time-tested approaches for workplace facilitation.

Objectives – by the end of this course, participants will be able to:

- Describe the different contexts for facilitation and the most effective approaches to use in each context
- Hold meaningful one-on-one conversations with employees to facilitate performance and professional development
- Conduct effective meetings by building a clear agenda and managing the group to accomplish the stated goals in the allotted time
- Implement various engagement strategies to keep workshop participants focused and motivated during workshops

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

High-Impact Presentation Skills

Duration: 1 day

Audience Level: Employee

Description: The goal of this course is to provide participants with information, guidance, tools, and resources to develop powerful briefings and effective oral presentation skills in a forum that allows for active participation and practice. Participants will be able to consistently deliver effective and tailored briefings to a variety of audiences and ensuring that messages are heard, decisions are made, and change is implemented. Participants will learn how to plan for, develop, and present high-impact presentations.

Objectives – by the end of this course, participants will be able to:

- Design presentations that inform, persuade, and entertain an audience
- Speak effectively in a variety of situations



- Use presentational tools and techniques to keep audiences engaged

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Leading Effective Meetings

Duration: 4 hours

Audience Level: Employee

Description: This Leading Effective Meetings course is intended to provide participants with exercises, tools, and tips to successfully lead meetings in the workplace. Participants will be led through the stages of effective meetings, from planning the meeting by identifying objectives and expectations, to conducting the meeting, to closing out the meeting with effective requests and agreements. The course will also cover effective follow-up tactics and evaluation techniques so that facilitators can continue to improve their skills in the workplace.

Objectives – by the end of this course, participants will be able to:

- Explain the critical success factors of effective meetings and the steps necessary to manage those components
- Explain the roles and responsibilities involved in facilitating effective meetings
- List the different purposes for meetings and their impact on meeting planning and execution
- Produce a complete plan for facilitating an effective meeting

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

MANAGEMENT AND LEADERSHIP

Advanced Coaching Skills

Duration: 4 hours

Audience Level: Leadership

Description: During this course, participants will discuss their most difficult coaching challenges, and work on developing strategies to overcome them. This highly interactive, discussion-based course will focus on applying best practices and key coaching strategies to real-life scenarios that participants have or are currently encountering in their work, including methods for building trust and the framework for having Fierce Conversations.

Objectives – by the end of this course, participants will be able to:

- Describe the process and distinctions of trust
- Identify concrete actions supervisors can take to establish and maintain trust in their teams
- Reflect on personal biases and their impact on difficult coaching situations
- Utilize strategies to dissect coaching challenges
- Describe two conditions for safety in coaching conversations

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Five Behaviors of a Cohesive Team*

Duration: 1 day and 1/2-day offerings

Audience Level: Leadership

Description: The Five Behaviors of a Cohesive Team workshop for team leaders provides an in-depth understanding of the model and techniques for applying the theory to help participants lead more effectively. Grounded in the work of Patrick Lencioni, these best practices and methodologies have been tested and proven in private and public-sector organizations across the country. Through several modules, participants learn how to trust and be vulnerable, embrace positive conflict, commit to team values and goals, hold team members accountable for their actions, and focus on team results. The course provides learners with actionable steps and techniques to take with them and implement with their teams.

Objectives – by the end of this course, participants will be able to:

- Explain the key components of the Five Behaviors model
- Describe the term “vulnerability-based trust”
- State the reasons that the Fundamental Attribution Error can undermine teamwork



- Describe the leader's role in establishing and maintaining trust, generating commitment, fostering accountability, and helping a team focus on results
- Reflect on a personal comfort level with conflict and how it impacts a team
- Explain the conflict resolution model
- Synthesize strategies for handling team conflict
- Explain why buy-in and clarity are essential for team members
- Describe two tools for clarifying and communicating team decisions
- Explain why team members often have difficulty holding one another accountable
- Analyze how distractions can keep teams from focusing on collective results
- Explain how to establish and use a scoreboard to track team progress

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Handout: Team Assessments
- Handout: Behavior Profiles

*Please note that the DiSC 5 Behaviors Assessment fee is not included in the course fee.

Introduction to Coaching Direct Reports

Duration: 1 day

Audience Level: Leadership

Description: Coaching is critical in helping employees succeed. This one-day course introduces participants to the fundamentals of coaching. Participants will learn effective strategies for active listening and asking powerful questions, and also cover best practices and instructions on providing effective feedback. Throughout the course, participants will engage in discussions and activities designed to encourage application and practice of key concepts.

Objectives – by the end of this course, participants will be able to:

- Explain the key concepts of coaching direct reports
- Demonstrate effective listening skills for understanding
- Apply the two different Models to coaching direct reports
- Use the tools and resources to have high-quality feedback conversations with direct reports

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Leading Virtual Teams

Duration: 1 day

Audience Level: Leadership

Description: Recently published reports indicate that 39% of all Federal Government employees are taking advantage of telework arrangements, and 45% of Federal Government employees are eligible to telework. Yet, 22% of agencies report that the largest barrier to telework participation is management resistance. In this highly interactive workshop, those overseeing the work of virtual teams will learn invaluable skills for improving communication, supporting collaboration, and increasing productivity among remote employees. Participants will leave with a toolkit of best practices to overcome the challenges of leading and managing virtual teams.

Objectives – by the end of this course, participants will be able to:

- Establish and clearly communicate work processes, with specific expectations about who does what, and when
- Strategically leverage technology to enhance team cohesion and improve team collaboration
- Employ creative strategies for team building, building empathy, and enhancing trust within a virtual team
- Clarify and track commitments to ensure team accountability

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

Managing Conflict

Duration: 4 hours

Audience Level: Leadership

Description: Supervisors may encounter a variety of difficult conversations and conflict throughout their career. A difficult conversation is anything you do not want to talk about where the stakes are high, emotions surface, opinions differ, and your anxiety level rises. Your first instinct may be to avoid the situation, but by addressing the difficult situation head on and recognizing and regulating the emotions of those involved, you can focus on solutions. Participants will walk out of this course with practical tools to help you prepare for and conduct difficult conversations, resulting in more collaborative discussions.

Objectives – by the end of this course, participants will be able to:

- Differentiate between productive and unproductive conflict
- Identify personal triggers and strategies for self-management in order to prevent and/or manage conflict more effectively

- Use conflict mode distinctions to identify your ‘go to’ conflict mode and the conflict mode of others, facilitating a more flexible approach to managing conflict
- Use effective advocacy and inquiry to share your thinking and better understand others’ perspectives

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide

The Work of Leaders*

Duration: 3 days

Audience Level: Leadership

Description: This three-session program is designed to cultivate leaders who foster self-awareness in employees, share information with all levels of the organization, and practice servant leadership. The first session is all about creating a vision and how it impacts the work of a leader and their employees, and discusses the Courage, Authenticity, Service, Truthfulness, Respect, and Effectiveness (CASTRE) principles of leadership. Participants learn about cognitive leadership in the second session, building off of the first session learning on vision and discussing how alignment is critical to a successful vision and the leader’s role in creating aligned teams. The final session focuses on the overall importance of execution as a component of leadership. The last session also includes a simulation that provides a real-world experience for participants to practice what they learned. This is followed up with a 30-minute individual coaching de-brief to discuss participants strengths and development areas based on observations in the simulation.

Objectives – by the end of this course, participants will be able to:

- Define values-based leadership
- Create a personal vision to inspire and guide your work
- Relate personal vision to organization’s goals
- Assess strengths and challenges with best practices for vision-setting
- Explain values of highly successful leaders
- Practice incorporating values into daily leadership practice
- Define cognitive leadership
- Articulate the importance of building alignment in teams
- Connect crafting a vision to building alignment
- Assess personal strengths and challenges for building alignment
- Understand and apply techniques for effective team and individual communication
- Apply storytelling strategies to communicating a vision
- Connect Change Leadership best practices to VAE leadership
- Define servant leadership



- Apply best practices from previous sessions to realistic day-to-day scenarios
- Generate momentum within the team by showing a clear path of execution
- Develop strategies to capitalize on strengths and challenges
- Apply course corrections during project execution, when necessary

Minimum Number of Participants: 5

Maximum Number of Participants: 25

Course Materials Provided:

- PowerPoint Slides
- Participant Guide
- Work as Leaders Assessment

*Please note that the DiSC Work as Leaders Assessment fee is not included in the course fee. This assessment fee varies and is per participant.

