

GENERAL SERVICES ADMINISTRATION
AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST
GSA CONTRACT NUMBER: GS-00F-349CA
CONTRACT PERIOD: 09/30/2020 through 9/29/2025
Effective as of Modification #PO-0037 dated 08/11/2022

MAS CATEGORIES:

Professional Services
Human Capital

CONTRACTOR:

SENSA Solutions, Inc.
d/b/a Korn/Ferry U.S. Government Consulting Services
11911 Freedom Drive, Ste 790
Reston, VA 20190
Tel: (703) 547-0500
Fax: (703) 439-2530
Web: www.kornferry.com/specialties/government

CONTRACT ADMINISTRATOR:

Julie Abrell
Director of Contracting
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BUSINESS SIZE:

Other-than Small Business

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

The INTERNET address GSA Advantage!® is: GSAAdvantage.gov.

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

Customer Information

1a. TABLE OF AWARDED SPECIAL ITEM NUMBERS (SINs):

SIN	Recovery	Description
541611	541611RC	Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services
541214HR	541214HRRC	Compensation and Benefits
541612HC	541612HCRC	Agency Human Capital Strategy, Policy and Operations
56131	56131RC	Talent Acquisition
611430	611430RC	Professional and Management Development Training
611430TD	611430TDRC	Talent Development
OLM	OLMRC	Order-Level Materials

1b. LOWEST PRICED MODEL NUMBER AND PRICE FOR EACH AWARDED SIN: See Appendix A

1c. HOURLY RATES (Services only): See Appendix A

2. MAXIMUM ORDER THRESHOLD: \$1,000,000

3. MINIMUM ORDER THRESHOLD: \$100.00

4. GEOGRAPHIC COVERAGE: Domestic Only

5. POINT(S) OF PRODUCTION: Same as company address

6. DISCOUNT FROM BEST MARKET RATE: GSA Net Prices can be found in Pricing Matrixes (below). Negotiated discounts have been applied and the Industrial Funding Fee has been added.

7. QUANTITY DISCOUNT(S): None

8. PROMPT PAYMENT TERMS: Net 30 days

Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. FOREIGN ITEMS: None

10a. TIME OF DELIVERY: Determined at the task order level

10b. EXPEDITED DELIVERY: Contact Contractor if Available

10c. OVERNIGHT AND 2-DAY DELIVERY: Contact Contractor if Available

10d. URGENT REQUIREMENTS: Agencies can contact the Contractor's representative to affect a faster delivery. Customers are encouraged to contact the Contractor for the purpose of requesting accelerated delivery.

11. FOB POINT: Destination

12a. ORDERING ADDRESS: 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: Same as contractor

14. WARRANTY PROVISION: Standard Commercial

15. **EXPORT PACKING CHARGES:** *Not Applicable*
16. **TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR (IF APPLICABLE):** *Not Applicable*
17. **TERMS AND CONDITIONS OF INSTALLATION (IF APPLICABLE):** *Not Applicable*
- 18a. **TERMS AND CONDITIONS OF REPAIR PARTS INDICATING DATE OF PARTS PRICE LISTS AND ANY DISCOUNTS FROM LIST PRICES (IF AVAILABLE):** *Not Applicable*
- 18b. **TERMS AND CONDITIONS FOR ANY OTHER SERVICES (IF APPLICABLE):** *Not Applicable*
19. **LIST OF SERVICE AND DISTRIBUTION POINTS (IF APPLICABLE):** *Not Applicable*
20. **LIST OF PARTICIPATING DEALERS (IF APPLICABLE):** *Not Applicable*
21. **PREVENTIVE MAINTENANCE (IF APPLICABLE):** *Not Applicable*
- 22a. **SPECIAL ATTRIBUTES SUCH AS ENVIRONMENTAL ATTRIBUTES (e.g. recycled content, energy efficiency, and/or reduced pollutants):** *Not Applicable*
- 22b. **SECTION 508 COMPLIANCE FOR ELECTRONIC AND INFORMATION TECHNOLOGY (EIT):** *Compliant.*
The EIT standards can be found at: www.Section508.gov/.
23. **UNIQUE ENTITY IDENTIFIER (UEI) NUMBER:** *V6Y5PMS51LQ7*
24. **NOTIFICATION REGARDING REGISTRATION IN SYSTEM FOR AWARD MANAGEMENT (SAM) DATABASE:**
Contractor has an active registration in the System for Award Management (SAM) database.
CAGE: 071A2

Appendix A – Price List

Labor Category	9/30/20-9/29/21	9/30/21-9/29/22	9/30/22-9/29/23	9/30/23-9/29/24	9/30/24-9/29/25
Senior Principal	\$496.09	\$507.00	\$518.15	\$529.55	\$541.20
Practice Leader	\$413.82	\$422.92	\$432.23	\$441.74	\$451.45
Senior Manager	\$309.44	\$316.25	\$323.21	\$330.32	\$337.59
Actuarial Senior Consultant II	\$462.43	\$472.61	\$483.00	\$493.63	\$504.49
Actuarial Senior Consultant I	\$386.99	\$395.50	\$404.21	\$413.10	\$422.19
Actuarial Consultant II	\$290.60	\$296.99	\$303.52	\$310.20	\$317.02
Actuarial Consultant I	\$206.77	\$211.31	\$215.96	\$220.71	\$225.57
Actuarial Associate	\$160.67	\$164.20	\$167.81	\$171.51	\$175.28
Senior Consultant	\$275.06	\$281.11	\$287.29	\$293.62	\$300.07
Consultant	\$219.80	\$224.63	\$229.57	\$234.63	\$239.79
Mid Consultant	\$169.45	\$173.18	\$176.99	\$180.89	\$184.87
Junior Consultant	\$127.71	\$130.52	\$133.39	\$136.33	\$139.33

The Service Contract Labor Standards 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.

EXECUTIVE AND PROFESSIONAL SEARCH FEES

- Prices are per single position search.
- If candidates are selected from the slate for additional roles, the fee will be assessed at one third (1/3) the base compensation plus any administrative fees and/or approved reimbursable items.
- Commercial Terms: Invoices are issued in three equal parts. The first is issued upon the earlier of receipt of the purchase order/award or at search kick-off; the subsequent two installment invoices are issued at 30 days and 60 days from the date of the order. Other types of milestone payments may be considered upon negotiation.

Senior Executive Service (SES), EX, SL, ST Position Recruitment	\$74,973
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Korn Ferry is the world's leading retained Executive Search firm with an unmatched record of placing successful long-term executive hires. We integrate scientific research with our practical public sector experience and expertise to recruit professionals for leadership across the federal government. Your organization will be served by a team of experts dedicated to securing a diverse slate of highly qualified candidates aligned to your organizational purpose and mission.

Mid-level Professional Search GS (13-15) Recruitment	\$36,264
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Our federal, professional search team is uniquely positioned to identify and attract a diverse slate of mission driven professionals for hard-to-fill specialty roles within the senior general service levels. Our innovative process mirrors our Executive Search solution to ensure our federal clients benefit from the full breadth and depth of our leadership and functional role recruitment expertise.

Training Courses:

ILT – Instructor-Led Training

VILT= Virtual Instructor-Led Training

Tier #	Length*	Min Students	Max Students	On-Site (ILT) Course Pricing				On-Site (VILT) Course Pricing			
				15 Students	16-20 Students	21-25 Students	26-30 Students	15 students	16-20 Students	21-25 Students	26-30 Students
1	0.5-1 day	15	30	\$8,325	\$9,135	\$11,565	\$13,590	\$8,825	\$9,635	\$12,065	\$14,090
2	1-2 days	15	30	\$10,575	\$11,385	\$13,815	\$15,840	\$11,575	\$12,385	\$14,815	\$16,840
3	2-3 days	15	30	\$12,825	\$13,635	\$16,065	\$18,090	\$14,325	\$15,135	\$17,565	\$19,590
4	3-4 days	15	30	\$15,075	\$15,885	\$18,315	\$20,340	\$17,075	\$17,885	\$20,315	\$22,340
5	4 days+	15	30	\$17,325	\$18,135	\$20,565	\$22,590	\$19,825	\$20,635	\$23,065	\$25,090

*7.5-8 hours/day

See Appendix C for Training Courses offered

Appendix B – Labor Category Descriptions

Senior Principal

Education: Master's degree

Experience: 15 years of experience to include 10 years of supervisory and/or project management experience

Job duties: Manage and coordinate major consulting engagements (multiple or integrated projects) in terms of people, budget and work plans to ensure a cohesive effort and satisfied clients. Leverage one's own expertise and in-depth knowledge of practice area to best advantage in design and analysis of project work.

Practice Leader

Education: Master's degree

Experience: 10 years of consulting or business experience

Job duties: Manage and coordinate major consulting projects in terms of people, budget and work plans to ensure a cohesive effort and satisfied clients. Leverage one's own expertise and in-depth knowledge of practice area to best advantage in design and analysis of project work.

Senior Manager

Education: Bachelor's degree

Experience: 6 years of consulting or business experience

Job duties: Provide technical and consulting expertise on a wide variety of consulting assignments. Manage moderately complex project work and assist with large projects. Provide research and analysis relating to area of specialty. Establish credibility with the members of the client's management staff.

Actuarial Senior Consultant II

Education: Bachelor's degree in the field of Actuarial Science or a related field

Experience: 15 years of experience performing actuarial services

Certifications: Credentialed by the Society of Actuaries, the Joint Board for the Enrollment of Actuaries, or the American Academy of Actuaries

Job duties: Duties include management, oversight and review of actuarial projects (such as actuarial valuations, actuarial experience studies and other expert actuarial analyses). Duties also include expert advice and guidance on technical issues, actuarial assumptions and methods and adherence to relevant actuarial standards of practice.

Actuarial Senior Consultant I

Education: Bachelor's degree in the field of Actuarial Science or a related field

Experience: 10 years of experience performing actuarial services

Certifications: Credentialed by the Society of Actuaries, the Joint Board for the Enrollment of Actuaries, or the American Academy of Actuaries

Job duties: Duties include management, oversight and review of actuarial projects (such as actuarial valuations, actuarial experience studies and other actuarial analyses). Duties also include advice and guidance on technical issues, actuarial assumptions and methods and adherence to relevant actuarial standards of practice.

Actuarial Consultant II

Education: Bachelor's degree in the field of Actuarial Science or a related field

Experience: 5 years of experience performing actuarial services

Certifications: Credentialed by the Society of Actuaries, the Joint Board for the Enrollment of Actuaries, or the American Academy of Actuaries

Job duties: Duties include actuarial analyses, actuarial modeling, and various other actuarial processes and procedures. Duties also include direction and review of work performed by less experienced actuaries.

Actuarial Consultant I

Education: Bachelor's degree in the field of Actuarial Science or a related field

Experience: 3 years of experience performing actuarial services

Job duties: Duties include actuarial analyses, actuarial modeling, data review/manipulation and various other actuarial processes and procedures.

Actuarial Associate

Education: Bachelor's degree
Experience: 0.5 years, has experience performing entry level actuarial services
Job duties: Duties include spreadsheet calculations, research, data review/manipulation and actuarial model development under the direction of a more experienced actuary.

Senior Consultant

Education: Bachelor's degree
Experience: 5 years of consulting or business experience
Job duties: Providing analytical, conceptual and process support services to clients and to the Consultants who manage the clients. Deliver basic technical and process consulting through management of standard consulting projects.

Consultant

Education: Bachelor's degree
Experience: 3 years of consulting or business experience
Job duties: Ensure quality delivery of products to consultants and clients-including obtaining and adhering to changing project requirements; producing accurate, edited work and communicating project parameters to others on project team.

Mid Consultant

Education: Bachelor's degree
Experience: 2 years of consulting or business experience
Job duties: Ensure quality delivery of products to consultants and clients- including obtaining and adhering to changing project requirements; producing accurate, edited work.

Junior Consultant

Education: Associate degree
Experience: No experience required
Job duties: Performs technical and administrative assistance to support project teams and works to coordinate and meet deliverable deadlines. Also conducts analysis and research in support of projects.

Education and Experience Substitution Matrix:

Labor Category	Min Edu	Min Exp	PhD	Masters	Bachelors	Associate
Senior Principal	Masters	15	13	15	17	19
Practice Leader	Masters	10	8	10	12	14
Senior Manager	Bachelors	6	2	4	6	8
Actuarial Senior Consultant II	Bachelors	15	11	13	15	17
Actuarial Senior Consultant I	Bachelors	10	6	8	10	12
Actuarial Consultant II	Bachelors	5	1	3	5	7
Actuarial Consultant I	Bachelors	3	0	1	3	5
Actuarial Associate	Bachelors	0.5	0	0	0.5	3
Senior Consultant	Bachelors	5	1	3	5	7
Consultant	Bachelors	3	0	1	3	5
Mid Consultant	Bachelors	2	0	0	2	4
Junior Consultant	Associates	0	0	0	0	0

Appendix C – Course Descriptions

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
AGILE Practitioner Curriculum	Continuous Improvement with Lean and Kanban	Agile Practices for Product Owners	Agile Projects Keys to Getting Started		
	Fundamentals of Lean and Agile	Delivering Agile Projects with Scrum	Project Portfolio Management Using Agile		
	Iterative Delivery with Scrum and Kanban	Developing Agile Requirements			
		Estimating and Planning Agile Projects			
		Fundamentals of DevOps			
		Lean and Agile Project Management			
ASEP Curriculum				Aligning Work with Strategy	
				Building Effective Teams	
				Delivery Business Value	
				Design Thinking for Results	
				Driving and Influencing Change	
				Influencing without Authority	
				Making Sense of Complexity	
				Managing Critical Relationships	
Business Requirements Analysis Curriculum		Analyzing Benefits & Refining Solutions	Business Data Modeling		
		Facilitation Techniques for Business Analysis	Business Process Modeling		
		Fundamentals of Business Analysis	Defining Business Needs & Solution Scope		
		Communicating Up: Winning Strategies for Exec Conversations	Developing Use Cases		
			Eliciting and Managing Requirements		
			Enterprise Business Analysis		
			Testing Techniques for Tracing & Validating Requirements		
Business Skills Curriculum			Budget and Financial Management (BUS-DMY)		
			Coaching and Mentoring for Improved Performance		
			Critical Thinking and Problem Solving		
			Establishing a Business Mindset		
			High-Impact Communication		
			Taking Charge of Organizational Change		
Contract Management Curriculum	COR Level I Training	Advanced Source Selection	Applied Administration of Government Contracts	Contract Pricing	COR Level II Training
		Contract Closeout	International Contracting	Federal Contracting Basics	
		Cost Estimating	Managing Cost-Reimbursement Contracts	Government Contract Law	
		FAR Part 15: Negotiated Acquisition	Managing Performance-Based Service Awards	Negotiation Strategies and Techniques	
			Performance-Based Acquisition: Prepare Work Statements	Operating Practices in Contract Administration	

	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
			Subcontract Management in Government Contracting	Project Management for Contracting Professionals	
			Acquisition for Federal Government Project Managers	Source Selection: The Best-Value Process	
FAC-P/PM Certification Curriculum		Leading Federal Government Project Managers	Advanced Acquisition for Federal Government Project Managers		
		Leading Federal Government Projects	Advanced Earned Value for Federal Government Project Managers		
		Leading Federal Government Projects II	Applied Acquisition for Federal Government Project Managers		
			Applied Earned Value for Federal Government Project Managers		
			Applied Project Management for the Federal Government		
			IT PM: Core principles and Processes		
			IT PM: Management and Resources		
			IT PM: Operations and Security		
			Managing Federal Government Projects		
			Program Management for Federal Government		
			Schedule and Cost Control for Federal Government Projects		
Project Management Curriculum		Introduction to Project Management	Contract Management Principles and Practices	Project Management Applications	
		Unlocking the Power of Earned Value Management (EVM)	IT Risk Management	Scheduling and Cost Control	
			Leading Complex Projects		
			Managing IT Projects		
			Managing Projects		
			Negotiation Skills for Project Managers		
			Program Management		
			Project Leadership, Management and Communications		
			Quality for Project Managers		
			Rapid Assessment and Recovery of Troubled Projects		
			Risk Management		
Vendor Management for Project Managers			Managing Service-Level Agreements		
			Vendor Performance Management		

Course Title & Description	Course Length
<p>AGILE Practitioner Curriculum: Agile Practices for Product Owners</p> <p>Do you consider yourself a key stakeholder when it comes to delivering Agile projects? Do you find that you are often required to provide the vision of what needs to be created or built? If you are nodding yes, then you are fulfilling the role of Agile product owner. Agile sounds great, but you have questions about how it will work for you and your project team/ organization. There are technical and general issues that need to be addressed, and that is what this course was designed to do.</p> <p>You will discuss the business value of using Agile and why you will have to collaborate with IT. The course also addresses who the product owner is, how to be effective in that role, and what that role entails as well as what the new expectations will be. You will learn what user stories are and how to write them. The course touches on the roles of the users and business SMEs as well as acceptance test, how to identify them, and when to use them.</p> <p>This course provides you with real-world best practices and offers tips on how to use them to motivate your team. It is also an objective of this course to prepare you for your leader role in this Agile project process.</p>	<p>2 Days</p>
<p>AGILE Practitioner Curriculum: Agile Projects Keys to Getting Started</p> <p>Today, global businesses want and need to be able to deliver products to the market faster. As new projects are selected, it is important to determine whether a traditional or Agile project management approach is appropriate. For a project to succeed, the organization needs to support the process, customers need to be involved daily, teams need to be creative and self-disciplined, and project managers need to be able to facilitate and lead the team. Working in an Agile environment means being able to quickly deliver the customers’ features on time and be able to respond to their needs by balancing flexibility and stability in this ever-changing world.</p> <p>This Agile for beginners course will help you:</p> <ul style="list-style-type: none"> -Decide if your organization is ready to accept estimates and status reports that are different from those of previous projects -Determine whether your customer will be an active participant on a daily basis -Identify any shortcomings your global team may have -Determine if the project manager has the skills and characteristics needed to lead an Agile project -Through an integrated case study, participants will have the opportunity to select a project for Agile development and work through the life cycle of an Agile project. 	<p>3 Days</p>
<p>AGILE Practitioner Curriculum: Continuous Improvement with Lean and Kanban</p> <p>Continuous Improvement with Lean and Kanban is an activity-driven, “nuts-and-bolts” course for teams and leaders of teams demonstrating how to perform continuous improvement of your work using Lean and Kanban. Provides specific learning and application-based experience wielding Lean and Kanban to complete deliverables during the class. Continuous improvement is one of two principal methods of delivering work in a Lean and Agile manner and blends well with continuous-flow work efforts. Course assumes foundational elements of Lean and Agile are known.</p>	<p>1 Day</p>
<p>AGILE Practitioner Curriculum: Delivering Agile Projects with Scrum</p> <p>Agile. Scrum. If you're a project manager, you've heard of them. You know the theories behind them and the pros and cons of using the approach. It is easy to understand why a project team or organization would choose to use Agile and Scrum to execute their project, but do you know how to?</p> <p>It is one thing to see and an entirely different thing to do. This course is intended for all members of the project team and is designed to teach you how to implement Agile and Scrum in your projects now. You will review real world examples and techniques that dozens of teams from organizations of all sizes have used. Every step of the Agile project life-cycle will be covered and adapted to a sample project or your current project.</p> <p>You know what Agile and Scrum are. Now it is time to use them! No more reading from a textbook; learn how it works from actual examples, best practices, tips, and tricks gleaned from the successful implementation of Agile and Scrum in Fortune 500 companies’ projects. This is an interactive course that will leave you with the knowledge and skills to use these powerful methods.</p>	<p>2 Days</p>

AGILE Practitioner Curriculum: Developing Agile Requirements	2 Days
<p>Among the leading causes of project failure are unclear or undefined requirements. It is crucial that everyone associated with a project understands how to gather and manage requirements to ensure a successful project outcome.</p> <p>This course focuses on the processes of requirements gathering, communication and prioritization in an Agile environment. It is geared towards providing critical information to those who serve in the role of product owners and to those who support the work of fulfilling requirements as development team members. You will cover visual modeling and tips on how to engage stakeholders. You will understand how to differentiate the levels of requirements and how to gather the right level at the right time. This course is designed to be interactive. Participants will learn how to read into the full extent of what stakeholders are saying, so no requirements are overlooked.</p> <p>Requirements of excessive size or quantity can also hinder a project's realization. You will learn how to break down hefty requirements and prioritize so no essential requirements are missed.</p> <p>No project can succeed without properly defined and prioritized requirements. Be sure you know how to gather and manage these vital components of the project process.</p>	
AGILE Practitioner Curriculum: Estimating and Planning Agile Projects	2 Days
<p>Delve deeper into Agile estimating and planning at the Release and Program Management levels. This course is designed to give students a more complete and in-depth understanding of Agile project planning and estimating topics that are commonly a source of struggle and frustration within project teams.</p> <p>Specifically, this course addresses what constitutes "just enough" when it comes to upfront requirements, upfront sizing and design, and planning. By incorporating real-world examples and approaches into the curriculum students are able to think practically about these issues.</p> <p>Participants will learn the six levels of planning which include: Strategic, Portfolio, Roadmap, Release, Iteration, and Daily.</p>	
AGILE Practitioner Curriculum: Fundamentals of DevOps	2 Days
<p>Fundamentals of DevOps provides new ways of thinking about how development and operations can work better together to deliver value to customers more quickly. It is expected that course participants already have a solid background in IT as well as strong knowledge of Agile, Lean, Systems Thinking, Kanban, Continuous Delivery and related techniques and practices.</p> <p>This course builds on that knowledge and makes connections to the concept of DevOps. The key principles, components and considerations of DevOps are explored. This course is highly interactive, with almost half of the course time dedicated to exercises and discussions. While this course addresses the considerations for a DevOps implementation, this course does not focus on any particular tools and technologies needed to implement DevOps, nor does it align to any formal body of knowledge for DevOps while one does not exist.</p>	
AGILE Practitioner Curriculum: Fundamentals of Lean and Agile	1 Day
<p>Fundamentals of Lean and Agile provides a foundational exploration of what it means to be Lean and Agile. In this course, attendees not only learn the value and basics of Lean and Agile execution – they also learn many of the necessary “other” elements of any successful Lean and Agile environment. Curriculum includes overviews on Lean and Agile philosophy, myths and how they work together, overviews on both iterative and continuous delivery methods, overviews on Scrum and Kanban and overviews on how Lean and Agile work is generated, valued, sized and represented; all of which contribute to a clear understanding of the Lean and Agile universe in preparation for more advanced concepts and techniques.</p>	
AGILE Practitioner Curriculum: Iterative Delivery with Scrum and Kanban	1 Day
<p>Iterative Delivery with Scrum and Kanban is an activity-driven course for teams, and leaders of teams, that demonstrates how to perform iterative delivery of work using Scrum and Kanban. Iterative delivery is one of two principal methods of delivering work in a Lean and Agile manner and blends well with project-based work efforts. The course provides specific learning and application-based experience through Scrum and Kanban in order to complete deliverables during the class. The course assumes that participants already know the foundational elements of Lean and Agile.</p>	
AGILE Practitioner Curriculum: Lean and Agile Project Management	2 Days
<p>Lean and Agile Project Management is an activity-driven, “nuts-and-bolts” course that teaches participants how to promote value-based, high-quality, accelerated delivery of projects in a sustainable manner. The course details the role and responsibilities of a Product Owner and how other roles in the project and portfolio space collaborate and work together in a Lean and Agile environment. This course addresses expectations of the Product Owner and other roles related to portfolio management, requirements gathering, project planning, valuating, estimating and other activities.</p>	

AGILE Practitioner Curriculum: Project Portfolio Management Using Agile	3 Days
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You know how the saying goes, “Hindsight is 20/20.” Although there is no way to predict the future and know with certainty what will happen, shouldn’t you and your organization be looking at the full picture?

When diving into projects it is pertinent to know basic enterprise information to avoid overusing your resources, including employees, and losing sight of the most critical pieces of your project.

This course is for experienced project managers and is designed to teach you how to apply Agile, Lean and Kanban to your portfolio planning and management. We will arm you with new methods for planning, prioritizing, sizing and managing your portfolio. You will discuss new ways of looking at enterprise capacity planning by planning around teams, measuring velocity and establishing a pull method from your portfolio backlog. Learn from real world examples and leave feeling confident and knowledgeable about managing your Agile portfolio.

ASEP Curriculum: Aligning Work with Strategy	3 Days
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Aligning Work With Strategy sensitizes participants to the mindset necessary to think and act strategically as they lead and execute work in their organizations. Attendees focus on the mutually supportive skills of translating the larger organizational strategy to their own work and architecting their own strategies for executing this work. Additionally, participants learn the importance of having a strategic frame of reference that maintains alignment of strategy with the critical domains of work and people to enable effective execution. The course introduces multiple viewpoints on strategy and illustrates how today’s complex environment requires a more adaptable, responsive, and fluid concept of strategy. It reinforces the need for a more tightly coupled feedback loop between strategy and execution. Participants also learn various ways to maintain alignment between their own local level strategies and the larger overarching organizational strategy that they are ultimately responsible for implementing.

ASEP Curriculum: Building Effective Teams	3 Days
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Building Effective Teams focuses on how to implement practices for leading highly effective teams in unstable and often distributed environments. Participants will learn how to build and guide diverse teams that can navigate the impacts of external and internal forces and how to form, coach, and lead teams that are resilient and responsive to complex work and volatile contexts.

The course begins with an exercise that reinforces the difficulties we encounter when working in teams. Participants are then introduced to the Building Effective Teams model which underpins and organizes the rest of the course. Next, the course explores the external environment, context and culture that all teams operate in and that always surrounds and affects team functioning. We move to a discussion of what makes “real” teams highly effective and distinguishes them from working groups. After this, the course covers a number of factors that drive highly effective teams, including direction, structure, relationships, leadership, and self-governance. All along the way, teams explore how these factors work in the complex and unpredictable contexts we work in today. Additionally, in each module, participants think about how to apply what they are learning to an actual team they work on or lead in their own work context.

ASEP Curriculum: Delivering Business Value	3 Days
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Many organizations today struggle to capture full business value from the execution of their strategy, whether due to the strategy itself, the selection of the portfolio that enables the strategy, or the actual execution of project-based work that makes the portfolio a reality. Delivering Business Value seeks to teach mindset and tool sets that enable all of those engaged at the strategic, portfolio, and work levels of leadership to make decisions that create the maximum possible business value from their work. The course begins with a focus on defining value in terms of finance, strategy, and business benefits, and helps participants see how they contribute to creating value from their role. It then provides a primer on some finance concepts that are essential to understand for value-driven decision making.

Participants then learn to focus on the different drivers they can use to create value, leveraging financial, strategic, planning, and risk concepts to fully understand the actions they can take in order to drive value. The course utilizes discussions, calculation exercises, case studies, and a business board game simulation to create an engaging and effective learning experience.

ASEP Curriculum: Design Thinking for Results	3 Days
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Design Thinking for Results engages participants in a discussion about an iterative design process which bridges imagination and implementation to help organizations rapidly and incrementally address complex challenges, create value, and grow. Participants will explore the need for customer-focused thinking and learn that not all innovation involves product innovation. They will experience the value that innovating around processes and services can bring to an organization and discover how to implement a test-and-learn mentality that captures more value for the organization more quickly.

This course is a highly interactive experiential workshop. Participants will learn about a real-life business need, then engage in a design-thinking process that asks them to change their thinking about the problem, make sense of the model for capturing value from their ideas, prototype their ideas, and develop a plan for rapidly testing and evolving the solution. They will engage with and provide feedback to their fellow participants, reinforcing the notion of iteration and feedback throughout the process. Along the way, they will learn about different types of innovation that organizations benefit from in the modern business context and how to develop responsive and flexible business models for implementation.

ASEP Curriculum: Driving and Influencing Change	3 Days
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In this complex and volatile context in which we work, most organizations are faced with -- and must respond to ---change on a continuous basis. Many are left wondering -- how do we get work done, execute our strategy and succeed when the parameters keep shifting?

Through facilitated discussion, lively activities, and relevant case study exercises, Driving and Influencing Change invites participants to explore how change has impacted their own lives and to discover what it means to adopt an adaptive mindset. By applying change models in their own business context, examining the attributes of a successful change driver and influencer, and learning to help others through the change process, participants will obtain the knowledge, tools, and dispositions to become true practitioners of driving and influencing change.

ASEP Curriculum: Influencing without Authority	3 Days
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Influencing Without Authority equips participants with the skills needed to build credibility and effectively influence stakeholders, even if they lack the formal authority to make demands on resources. This course helps attendees understand the attitudes and behaviors of leaders who know how to get work done through influence and persuasion whether managing up, down, across, or diagonally within organizations.

Influencing Without Authority begins by placing the concept of influence within the larger context of environmental, organizational, network, relational, and interpersonal factors. It breaks influence down into a series of learnable skills, moving beyond the notion that influence is simply the product of personal charisma or charm, and instead, gives participants tools needed to negotiate the political landscape of organizations. Participants also learn how to build the personal credibility that serves as the foundation of effective influence and how to apply a powerful methodology for resolving performance challenges in an environment where power cannot be exerted by one individual over another. They also learn how to build networks by overcoming internal barriers to creating new contacts. Finally, Influencing Without Authority provides the tools necessary to be more influential on both a personal and more strategic level.

ASEP Curriculum: Making Sense of Complexity	3 Days
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Making Sense of Complexity focuses on the very nature of our working contexts today, arguing that the work we do is more complex than ever and that this complexity demands new approaches. Participants will learn how to recognize, diagnose, and respond appropriately to complex environments and situations in a highly interactive course setting. The course serves as an introduction and touch point to the rest of the courses in the program.

Making Sense of Complexity introduces participants to a number of models, all geared towards helping them understand the effects of complexity on our working environments, teams, projects, and how we operate as individuals. It also relies on the PSC (perceiving, sensemaking, choreography) framework to help participants see responses to complexity as a matter of seeing the situation correctly, rewiring how you think, and then reconfiguring what you do in iterative cycles of problem-solving. The course demonstrates how different mindsets, tool sets, and skill sets (some traditional, others not) play a role in navigating complex contexts and begins and end with simulations that help participants apply these mindsets, tool sets, and skill sets in unique and innovative ways.

ASEP Curriculum: Managing Critical Relationships	3 Days
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Managing Critical Relationships provides the learner with the skills and tools necessary to master the intricacies of relationship management in the contemporary work context. It begins with understanding the implications for those teams and individuals that cooperate and those that don't. It does so with a particular focus on identifying different types of stakeholders in critical relationships. Then, based on that identification, the learner can analyze their stakeholders to determine their level of support and their most important issues with an eye toward creating an engagement plan customized to each stakeholder's needs.

Based on this foundation, the course then uses a blend of facilitated discussions, activities, and case study exercises to help the learner identify their primary and secondary communication styles and how to use conversational cues to better gauge the communication styles of others', all with the goal of promoting better dialogue around critical issues. This in turn helps the learner to determine common sources of conflict, avoid useless confrontations, and employ a robust model for managing opposing ideas. Managing Critical Relationships concludes by giving participants the tools and concepts necessary to conduct successful negotiations in high-stress environments by exploring options, changing the frame, and pushing thinking to uncover true "win-win" solutions.

Business Requirements Analysis Curriculum: Analyzing Benefits & Refining Solutions	2 Days
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Analyzing Benefits and Refining Solutions applies an approach to using business analysis skills that addresses the work needed to ensure that a solution, once in place, actually delivers the business value that was expected of it, and to optimize that business value over its useful life.

A solution could have a useful life of many years, and is likely to evolve over its lifetime, just as the organization that uses it, and the business context within which it operates will also evolve. One of the challenges of supporting an existing solution is that often, the logic of why a solution is the way it is, and what the original requirements were gradually gets lost.

This course explores the period after solution development and implementation. This may be a time where there is no identified project manager in place, but when an organization should be evaluating the solution to ensure it is providing the value it was intended to provide. Business analysis remains critical at this point.

Analyzing Benefits and Refining Solutions starts with by reviewing the context of benefits management (principles, types of benefits, and the benefit life-cycle) before exploring how to:

- Understand what is necessary to transition to new solutions
- Measure benefits
- Evaluate solution performance against intended benefits
- Establish continuous improvement of solutions and make improvement recommendations
- Manage the human factors of organizational change that accompany solutions

This course can help anyone with an interest in understanding the myriad components involved with the management and realization of the benefits of a solution of any level of complexity. This topic is an area in which roles are generally undefined and this course is for any person concerned with being able to deliver and improve upon solutions that provide true business value.

Business Requirements Analysis Curriculum: Business Data Modeling	3 Days
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This business data modeling training course explores business rules, policies and procedures and how they can be modeled effectively. Participants will learn entity relationship diagramming, super and sub-types, attributive and associative entities, and documenting data constraints. The course's logical data modeling approaches focus on the important requirements of the business that are discovered through significant user involvement during the analysis phase. You will also learn how to create models without being limited by technology or organizational structure.

The ability to communicate the intersection of business processes and information/data needs is key to the success of any software development project. Understanding and explaining user needs is a major challenge and opportunity for the business analyst. The business analyst who understands structured modeling has a distinct advantage in addressing and communicating requirements. And the use of models can greatly increase all stakeholders' understanding of the relevancy of business rules and data management requirements to the project at hand.

Business Requirements Analysis Curriculum:	Business Process Modeling	2 Days
<p>The importance of the business analyst's role in defining requirements during the planning phases of a project continues to gain recognition across all industries. The business analyst, working in conjunction with the project manager, facilitates the solution of business challenges. However, when gathering requirements for a new or existing project, business analysts must be mindful that any project may require the development and redesign of accompanying processes. In fact, the business analyst must act as a change agent to help ensure that the newly implemented processes not only enhance the success of a project, but also increase the project's chance of meeting the organization's business goals.</p> <p>This highly interactive course provides participants the opportunity to perform the four phases of a process improvement project-define, analyze, implement and control-which have been derived from the leading process improvement models in the industry. The key deliverables and outputs for the business analyst are emphasized during each phase, as well as the importance of tying all outputs back to the business strategy.</p> <p>You'll practice identifying and prioritizing the processes that require improvement, as well as creating the documents needed to communicate these changes to the rest of the organization. You'll focus on the competencies necessary to perform workflow modeling to ensure you have the core tools required to document the processes. You will also practice creating "As-Is" and "To-Be" process maps and conducting a gap and stakeholder analysis. Finally, you'll develop the competencies required to create new process benchmarks and measurements for new processes. You'll leave this course with the preparation necessary to perform your business analysis responsibilities within the process improvement process and to employ the required skills in accordance with sensitive cost, organizational and stakeholder requirements.</p>		
Business Requirements Analysis Curriculum:	Defining Business Needs & Solution Scope	3 Days
<p>Defining the Business Needs and Solution Scope applies an approach to using business analysis skills at the "fuzzy front end" of a change initiative or even before!</p> <p>Prior to launching an initiative to affect any sort of organizational change, be very clear about the desired business outcomes, determine a solution scope, identify and assess all the viable options, scrutinize each of the options, and then make sure you understand all that is involved in the change initiative, including required costs, resources and risks.</p> <p>The business case establishes the framework for a successful change by revealing all of the potential pitfalls, and tells executives the whole story before the investment is made. A good business case is honest, unbiased, objective and well-socialized; key stakeholders contribute and review before it is formally presented.</p> <p>The skills of business analysis can help many professionals identify the right types of solutions to solve their business challenges and build the business cases to justify those recommendations. Defining the Business Needs and Solution Scope is an intermediate to advanced course designed to provide the knowledge needed to begin working on identifying business needs and analyzing the benefits of various solution options to help limit the choices before work gets underway or even before the solution work is chartered. In particular, this course "precedes" the typical project-life cycle as it sets up the benefits, value and possibilities that the change may bring, which then become the focus of the initiation phase of a project to implement those changes and execute the strategy.</p> <p>This course can help anyone who needs to understand how effective projects and programs align with organizational strategy and confer benefits that solve business problems or who makes decisions or informs those who make decisions on which projects and programs to invest in.</p>		

Business Requirements Analysis Curriculum: Developing Use Cases**3 Days**

As a fundamental component to identifying requirements for a new system, business analysts must be able to illustrate how "actors", such as end users, stakeholders, or related systems, will be affected once the new system is implemented. This process, also known as Use Case Modeling, provides business analysts with a powerful tool for documenting functional requirements-and the interactions between these requirements-in a manner that can be easily communicated to designers, programmers, project manager, and other project stakeholders.

This course provides business analysts with the required competencies for creating use case diagrams and use case scenarios, which serve as a vehicle for eliciting, analyzing, documenting and communicating functional requirements. You will practice creating use cases in the Unified Modeling Language (UML) to graphically represent the interactions between use cases and actors. To fully gain the benefits of UML, you will create use case diagrams through an object-oriented approach, which enables business analysts to sift through the complexity of a system by breaking it down into smaller units.

Take this course and you'll gain more than just the lexicon required for use case and object oriented modeling. Through interactive exercises, you will practice writing the alternate/exception flows, arranging objects into properly named classes, and reading class diagrams. Most importantly, you'll gain the ability to integrate use case modeling within the software development life cycle to ensure that project requirements are accurate, complete, and map to the objectives of the business.

Business Requirements Analysis Curriculum: Eliciting and Managing Requirements**3 Days**

Eliciting and Managing Requirements is designed for individuals responsible for doing just that—eliciting requirements from users and stakeholders and managing those requirements throughout solution development. The course looks at the processes around solution scope validation, collaborative elicitation, modeling the solution, documenting effective requirements, solution validation, requirements change management, and how to plan the work necessary to successfully drive the whole process.

After the scope of a solution to a business problem has been proposed and accepted, the work (typically project-based) of designing and developing that solution must commence. This course explores how the discipline of business analysis contributes to the work of a project, ensuring that the requirements of the solution being developed are fully elicited from, communicated to, and understood by all stakeholders involved. Additionally, the course discusses how business analysis in the context of a project ensures that the solution developed fulfills the intended scope as well as covers considerations for managing requirements (and changes to those requirements) throughout their effective lifecycle.

A participant does not have to be a formally titled business analyst to benefit from Eliciting and Managing Requirements. Many formal project and program managers find themselves being asked to apply business analysis to project work to ensure that what is developed actually solves the problem it was intended to. Anyone responsible for delivering specific outcomes that meet business needs or solve problems can benefit from this course.

Business Requirements Analysis Curriculum: Enterprise Business Analysis	3 Days
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Enterprise Business Analysis applies an approach to business analysis to deal with complexity and change on an enterprise-wide basis. Enterprise-wide business analysis is a skill set that helps individuals address broad organizational issues which may be encountered when:

- Merging with or acquiring another organizations (or departments/functions),
- Expanding or contracting operations,
- Consolidating the operations of multiple business units,
- Dealing with multiple change initiatives at a time,
- Acquiring or retiring enterprise IT systems, and/or
- Dealing with large business re-engineering initiatives.

Senior business analysts are increasingly involved in pre-project activities to ensure that solutions to business problems reflect the organization’s business strategy. Through Enterprise Business Analysis, the senior business analyst becomes a vital contributor to helping the organization determine sound investments and enhance its project portfolio. These activities ensure the organization can maximize the return on investment, minimize duplication of efforts across the organization, and realign business operations to meet executive management’s strategy.

Enterprise Business Analysis starts with the basics – what is enterprise analysis? After exploring how it helps the strategic alignment of investments and dealing with change, the course focuses on business architecture and how business architecture fits within the enterprise architecture (including discussions around the other “architectures:” information, application, technology, governance) by looking at business architecture blueprints and frameworks, along with the roles and relationships that need to happen to execute on the strategy.

The course then turns its attention to some of the tools used at this more strategic level, including: value mapping, value proposition and customer value analysis, business modeling, business process management, capability and organization mapping to arrive at an enterprise solution. Managers, business subject matter experts and developers might be interested in taking this course for awareness and understanding of the myriad of components of enterprise-wide initiatives. Senior BA’s and project/program managers who are working on (or about to embark on) an enterprise-wide or organizational change initiative would definitely benefit from this course.

Business Requirements Analysis Curriculum: Facilitation Techniques for Business Analysis	2 Days
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Those practicing business analysis spend a significant amount of time facilitating sessions to gather requirements and other information. Yet, many facilitators lack formal training on how to effectively do so. A successful facilitation session results in requirements and information that can be analyzed and worked with once the session is complete. Facilitation Techniques for Business Analysis focuses on teaching the facilitation skills necessary to elicit and analyze requirements on a project.

In this highly interactive course, you will learn how to effectively help stakeholders define their needs and form these into quantifiable requirements through facilitation. As a facilitator, you will learn how to prepare for and conduct both face-to-face and remote group sessions. You will be exposed not only to several facilitation techniques, but you will also learn effective facilitation practices and how to manage conflict in a session. Most importantly, you will have the opportunity to practice these skills in a safe environment with a trained facilitator to guide you through various activities. You will leave the class with the confidence to prepare for a session, including creating a facilitation plan, motivating a group’s participation, building consensus, managing conflict, maintaining session focus, and evaluating results for lessons learned.

This course can help those individuals at all levels who need to better facilitate meetings and workshops around requirements or other specific outcomes. While the course focuses in the business analysis space, this is applicable to all disciplines (agile PM, traditional PM, contracting, etc.)

Business Requirements Analysis Curriculum: Fundamentals of Business Analysis	2 Days
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Many people are unaware of the discipline of business analysis; many people become business analysts or begin doing business analysis almost by accident, and have never thought of it as a disciplined set of knowledge, skills and techniques. And managers and SMEs who work with those accidental BAs often have no idea that there is a discipline, or that it can provide so much value to work regardless of title.

Fundamentals of Business Analysis addresses the entire scope of business analysis: before, during and after a solution to a business problem is implemented, and also includes enterprise business analysis. It is a broad and shallow overview to allow an understanding of the value that business analysis delivers in terms of executing strategy – both doing the right work and doing the right work right.

This foundational course looks at the whole organization and how business analysis is applied in articulating and prioritizing business needs, identifying and assessing solution options, making recommendations, defining solution scope, requirements management within a project, supporting a solution once it is in place, making sure the business objectives are met and continuously improving the solution to increase its business value.

Managers, business subject matter experts, developers, project managers, junior business analysts, and anyone else who is responsible for delivering value through project- and program-based work might be interested in taking this course.

Business Requirements Analysis Curriculum: Testing Techniques for Tracing & Validating Requirements	3 Days
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Don't underestimate the importance of testing! To ensure project success, planning and executing the testing process must begin as soon as the vision and scope for the solution takes shape. As the requirements for the solution are elicited, the business analyst and the test team develop and refine a master test plan. This plan incorporates test strategies to identify any defects in the requirements, solution or corresponding documentation.

In this interactive course, you'll work to develop a master test plan under the guidance of an experienced instructor. You will also perform exercises designed to help you establish a risk-based and comprehensive master test strategy for a testing effort. These activities help the business analyst ensure that all requirements trace back to the business need.

By attending this course, you'll develop the competencies required to create test cases and scenarios and to ensure proper test coverage according to the risk level. You will also learn about the different levels and types of testing commonly used in solution development today.

Business Skills Curriculum: Budget and Financial Management (BUS-DMY)	3 Days
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- Teach the basics of finance and budgeting, which you can use to assist your organization in making better business decisions
- Provide tools to allow you to be an informed user of financial information
 - Provide tools to enable you to create better budgets
 - Increase your comfort with planning, discussing, and managing budgets and other financial information
 - Identify tools that you can use to negotiate persuasively for the financial resources that you need to accomplish your work
 - Present finance in a way that will increase your confidence in reviewing financial information
 - Make you proficient at accounting or even financial accounting
 - Teach you everything you need to know to be a finance manager or financial advisor
 - Prepare you to make decisions about retirement, stock markets, stocks or bonds, or your financial future

Business Skills Curriculum: Coaching and Mentoring for Improved Performance	3 Days
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Do you find yourself with too little time—and with too few capable resources to do the work that needs to be done? Are resource or performance issues creating roadblocks or other’s success? Imagine if you could apply proven techniques to assign work successfully and achieve the results you want— with the colleagues in the office, or around the world.

This course teaches you how to apply a powerful behavioral model to improve the quality, efficiency and effectiveness of your coaching and mentoring with lasting results. Through practical exercises, group discussion and case studies, you will acquire the skills and tools you need to determine what work can be allocated and to whom based on current performance levels. You’ll also learn how to assign the work with improved clarity and efficiency, establishing a strong foundation for success.

As a participant, you will gain techniques for assigning work with the appropriate level of detail and guiding others’ progress on the work assigned with suitable style and frequency. You’ll also learn how to evaluate results of the finished work and to provide focused feedback that helps improve or sustain performance in the future.

During class, you’ll assess your own coaching style and learn how to leverage that style. You will learn how to leverage that style more effectively deal with the typical and very challenging realities faced by coaches and managers in all types of organizations. And, you will also have opportunities to assess and discuss your own real-life coaching issues in a practical, highly engaging and thought-provoking environment. You will leave this course with a structured approach for improving the performance of others—and a cache of techniques that will make you a more effective coach and mentor.

Business Skills Curriculum: Communicating Up: Winning Strategies for Exec Conversations	2 Days
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Getting face time with executives can be challenging. Getting your message across quickly to the executive in a clear, concise, and direct manner is where most people lose the game. Because our interactions with members of the C-suite and senior management can be limited, it is crucial that each conversation is professional and effective. Roll up your sleeves and get ready to practice and perfect demonstrated strategies and techniques for communicating effectively with top-level and senior executives.

Find out what executives really care about, and tailor your message to them. Learn how to prepare for executive conversations, including those that are unplanned. Recognize communication techniques that executives commonly use and react to them. Practice active listening and getting your message across quickly; understand how to earn and maintain trust; learn to demonstrate the value you can offer, and use techniques of persuasion appropriately. You’ll also learn tips and strategies for how to successfully navigate difficult conversations, such as communicating bad news. You will practice techniques so when you are faced with conflict you can regain and maintain trust while convincing the executive that collaboration is the key to a successful engagement and deliverable.

In this course experience, you will review foundational knowledge before class in an online setting and spend most of your class time practicing and applying these techniques to real-world scenarios—including your own— in a series of discussions and role play exercises.

Pre-work: Download, complete, and bring to class your participant guide, completed prework assignments (1-2 hours to complete), and laptop or device of choice.

Business Skills Curriculum: Critical Thinking and Problem Solving	3 Days
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Imagine if you could solve a problem once and it would go away. Or, if you could implement a solution that really works, or seize upon opportunities before it is too late.

This course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help you get better results—whether you are innovating, managing crises or planning for the future. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking and implicative thinking.

It also teaches a proven five-step process for responding to business problems and opportunities.

Through exercises, you’ll practice using these different thinking approaches to achieve maximum results. You’ll also have the opportunity to apply these concepts to a specific problem or opportunity from your own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

Business Skills Curriculum: Establishing a Business Mindset	3 Days
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Expert knowledge is prized in today’s business environment. Without it, businesses cannot compete in the global marketplace. But in today’s business world, deep technical knowledge is not enough—especially as you move up the ranks. Your technical knowledge must be complemented by business acumen— general knowledge of the “rules of engagement” in business. This course helps professionals develop and apply holistic solutions to business issues. You will learn to leverage variables related to the business environment, business thinking, business interactions, and business outcomes for project, organizational, personal and professional success.

Establishing a Business Mindset, you will discover the value and impact of business acumen and how you can apply it to achieve greater success. You’ll learn to apply Korn Ferry’s practical Mindset Model for interpreting different business situations, identifying goals, communicating effectively, and leveraging a variety of business “influencers.” You’ll also be introduced to common metrics used to measure business success. You’ll walk away with a firm grasp of what you must be aware of to be successful in business, as well as a plan for professional development.

Business Skills Curriculum: High-Impact Communication	3 Days
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Without communication skills, your technical capabilities simply aren’t worth as much as they could be. Even the best ideas, strategies and work plans must be effectively communicated to have value. In our information-overloaded business world, being heard and getting what you need is more challenging than ever.

This course teaches techniques for creating high-impact, meaningful communication with coworkers, clients and stakeholders. Through practical exercises, group discussions and case studies, you will learn how to determine your own communication style, identify the communication styles of your audience and adapt your delivery accordingly. This course will provide hands-on practice in crafting persuasive messages, facilitating dialogue and making powerful communications. It will address common communication fallacies and ways to identify where a miscommunication has occurred. The course will also address issues related to communication in a virtual and global environment.

You’ll walk away from the course firmly grounded in key communication techniques and possessing the additional tools necessary to apply these techniques to your work environment. You’ll also be able to implement standard communication planning processes to ensure that every communication is high-impact and well-structured.

Business Skills Curriculum: Taking Charge of Organizational Change	3 Days
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Are you experiencing anxiety or uncertainty stemming from a merger, acquisition, outsourcing, plant or base closure, staffing change or some other organization change? Too often, change initiatives fail because of poor planning, resistance to change, and lack of vision and communication. With constant change occurring in most organizations, a better understanding of how organizational changes come about, how they are planned, and the challenges inherent in the change process will facilitate smoother transitions and organizational effectiveness.

This extremely interactive course provides an overarching approach for making change happen in organizations and helps participants embrace a mindset that welcomes organizational change. This course addresses how to assess whether change is necessary, as well as what needs to be changed and how to build a business case for a change. Based on that, you will explore how to develop and articulate a compelling vision and strategy for change. The course will teach you how to engage support for change from stakeholders, as well as how to develop a successful communication plan that is key to any successful change initiative. Particular emphasis is placed on the emotional reactions to change and how to help people support change.

During class, you will work through real-life change scenarios and have the opportunity to plan for change and understand the impact of change from multiple perspectives. You will gain a better understanding of how you personally handle change and use strategies and tips to help others cope with change. You will come away from the course able to apply the framework, tools and approaches for leveraging the inevitable change that occurs every day in today’s business environment.



Contract Management Curriculum: Advanced Source Selection	2 Days
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Advanced Source Selection is a 2-day activity based course. Participants expand their knowledge of the source selection process through hands on activities and discussions of challenges and lessons learned during each process phase. The course includes a number of best practices to improve your agency's source selection process.

Though the scenario based activities students participate in all phases of the source selection process, including development of a source selection plan, development of evaluation factors and instructions to offerors, proposal evaluation, and reviewing the technical evaluation report. Prior source selection experience is preferred, but not necessary.

Contract Management Curriculum: Applied Administration of Government Contracts	3 Days
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Designed to enhance your skills, career and organization, Applied Administration of Government Contracts presents sophisticated, hands-on instruction for government and contractor personnel. Blending theory, everyday application and proven practices, the course focuses on the most complex aspects of contract administration, including planning, performance issues, modifications, cost monitoring, price adjustments, and disputes. The emphasis is on large, traditionally difficult, multi-task contracts and on the options and responsibilities government and industry administrators have at each key phase.

You'll learn new ways of assessing, managing and solving complex administration challenges and issues. Through case studies, exercises and real-world examples, you will receive the management tools necessary for handling difficult administration situations successfully, and for reinforcing and building on your management competencies.

Contract Management Curriculum: Contract Closeout	2 Days
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Contract closeout is the most unheralded phase of the procurement process, yet, when performed efficiently and effectively, it can protect the government's interests and free up significant dollars for current-year program priorities. This practical, two-day course strikes an optimal balance between theory and practice by presenting the regulatory basis for the contract closeout process and then taking participants beyond theory to a real-life perspective on the challenges of actually doing closeout.

Interjected liberally throughout the course are valuable, proven tricks of the trade to help participants overcome the many pitfalls and delays inherent in the closeout of complex contracts. A variety of case studies and exercises will bring the real world of contract closeout to the classroom.

You'll leave this course armed with a thorough, up-to-date knowledge of the current rules and practices of contract closeout and a newfound confidence in your ability to apply this knowledge when you return to the office.

Contract Management Curriculum: Contract Pricing	4 Days
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How do you determine the appropriate price for a contract? How does the government evaluate prices? How do contractors set prices? The answers to these questions form the core of this course. Contracting officers are required to award contracts at "fair and reasonable prices." While this sounds clear, it presents an enormous challenge to contractors and government personnel. Contractors must establish and support their proposed prices in a manner that enables the government to make a determination of price reasonableness. And, from the other side, government personnel must exercise skill in price and cost analysis to support the contracting officer's pricing decision. Mistakes in the process can be costly to all parties concerned.

This course offers you a comprehensive, practical approach to establishing and evaluating prices for government contracts. You'll receive thoroughly up-to-date coverage of The Federal Acquisition Streamlining Act of 1994 and the Clinger-Cohen Act on key pricing issues. Plus, you'll learn about updates to the Truth in Negotiations Act and the Federal Acquisition Regulation (FAR) cost principles and about the unique challenges you face when pricing commercial items.

Please bring a calculator to class.

Contract Management Curriculum: COR Level I Training	1 Day
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The course provides contracting professionals with the basic knowledge required to perform the tasks required of a FAC-COR Level 1. Level 1 COR skills are generally appropriate for low-risk contract vehicles, such as supply contracts and orders.

Accordingly, this course covers general roles and responsibilities of the COR and CO throughout the acquisition process. Areas include, teaming, ethics and integrity, authorities, contract classification, contract types, proper file documentation, performance assessment methods, and contract management.

Contract Management Curriculum: COR Level II Training	5 Days
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As a designated representative acting on behalf of the government during the contracting process, the contracting officer's representative (COR) fills a critical role in the federal acquisition process, acting as technical expert and business partner to both internal and external stakeholders. CORs are responsible for keeping contracting officers fully informed on a project's progress and must monitor, inspect and accept work performed under the contract.

This special program provides comprehensive training on managing contract planning, award and performance duties facing CORs. The course emphasizes the COR's unique perspective on the contracting process, providing participants with guidance on the successful performance of the essential COR duties as well as the FAC-COR competencies identified by the Office of Federal Procurement Policy. In addition, the course provides CORs with the skills necessary for anticipating, identifying and solving contract problems. The COR Training Program provides CORs with everything that they need to become business leaders, build mutually beneficial relationships with contractors and ensure that the contracts that they manage provide exactly those products and services the government needs.

Contract Management Curriculum: Cost Estimating	2 Days
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Cost estimating is a fundamental yet challenging task for contract and project managers. Participants will receive instruction on the cost estimating process, principles and procedures based on best-practices and the GAO Cost Estimating and Analysis Guidebook. In addition, they will learn step-by-step process for developing accurate and realistic project cost estimates that withstand the scrutiny of customers and management and form a baseline for tight financial control. They will also learn how to incorporate risk and uncertainty in their estimates, provide range estimates and manage the cost estimating process throughout the project life cycle.

The integrated case study will give participants an opportunity to apply the cost estimating process to a realistic IT scenario using both time-tested estimating techniques and recent innovative approaches.

Participants will benefit from seasoned advice on avoiding pitfalls, mistakes and inaccuracies that can spell the difference between failure and success in any project.

Contract Management Curriculum: FAR Part 15: Negotiated Acquisition	2 Days
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FAR Part 15 establishes basic ground rules that are fundamental to a well-run federal procurement. The 1997 FAR Part 15 Rewrite created significant changes in source selection in federal contracting, including new procedures and policies regarding pricing, best-value decisions, past performance evaluations, communication with offerors and more. The rewrite laid the foundation for the rules that today govern negotiated contracting: how the government prepares for formal source selection, how industry competes for negotiated government contracts; and how the government evaluates proposals, selects a source and awards these contracts. The rewrite has stood up well over the last decade and some of its more fundamental rules have been carried over to other FAR-based contract vehicles.

This special course is an excellent opportunity for you to learn about FAR Part 15 as it currently works. You will learn how the current FAR Part 15 affects the daily responsibilities of government and industry procurement professionals. Every key component of the current rules and policies of FAR Part 15 is addressed, including:

Current policies on allowable exchanges between the government and offerors before, during and after the receipt of proposals:

- Competitive range determinations
- Truth in Negotiations Act
- How contractors submit proposals
- Emphasis on proposal evaluations, including past performance, cost-realism and oral presentations

This two-day comprehensive course includes case studies and discussions that will help students apply what they learn. Take advantage of this special opportunity to obtain an excellent overview of the current FAR Part 15 requirements and learn how to incorporate them into your procurement dealings.

Contract Management Curriculum: Federal Contracting Basics	4 Days
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As a contracting professional — either new to procurement or with years of experience — your skills and knowledge directly contribute to the success and growth of your organization and to the development of your career. By attending, Federal Contracting Basics, you'll receive the proven tools and guidance you need to fulfill your key responsibilities and to contribute to the success of the contracting projects in which you are involved.

Federal Contracting Basics is an intensive, four-day introduction to government contracting, giving you the information you need to understand procurement from start to finish — from acquisition planning through contract closeout. You'll analyze key issues fully and receive a clear understanding of their practical application to your everyday job responsibilities. You'll learn how federal contracting really works, how to find solutions to common problems, how to understand the content of key contract documents and how the regulatory environment impacts business decisions. All of this will be accomplished through dynamic lectures, case studies and interactive exercises.

You will learn how the FAR is structured, maintained and updated so that you will be able to use it to your full advantage in your ongoing development as a contracting professional.

Contract Management Curriculum: Government Contract Law	4 Days
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This course focuses on the basic legal principles involved in federal government contracts. You'll get expert analyses of the fundamental principles of the common law rules, statutes, regulations and policy pronouncements as interpreted by the federal court and board of contract appeals decisions that form the foundations of government contract law.

You'll obtain a practical knowledge of the law and an understanding of how it is applied on a daily basis, as well as find out about recent changes, new developments and anticipated trends. Class discussions of significant government contract cases, a key feature of the course, provide excellent examples of the many rules, statutes, regulations and court and administrative board decisions that you must consider when preparing government contracts.

You'll also learn how government contracts differ from standard contracts.

Contract Management Curriculum: International Contracting	3 Days
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This highly practical, information-packed course explains how you can anticipate and address the risks, issues, and conflicts that arise in entering and managing contractual relationships with foreign firms and governments. You'll gain a solid understanding of the provisions that govern international contractual relationships and how they differ from provisions governing domestic contracts. This comprehensive course addresses corruption and other legal considerations, the ins and outs of commercial arrangements, and the implications of international treaties and world events. It also gives you a firm foundation for drafting, interpreting, negotiating and modifying contractual agreements.

Project managers and others who are new to the international marketplace, as well as those with experience in foreign government and commercial contracting, can learn to profit from overseas trade opportunities while avoiding the pitfalls that face those who are uninformed.

Contract Management Curriculum: Managing Cost-Reimbursement Contracts	3 Days
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On the surface, cost-reimbursement contracting offers the government and contractors a direct route to success. Most often used when the cost of a particular procurement is too uncertain for a fixed-price contract, the process seems simple enough: contractors are reimbursed for allowable and properly allocated costs, the government is limited in its obligation to reimburse costs over a certain limit and both sides follow specific procedures at every stage.

Beneath the surface, however, are uncertainties and the potential for significant problems, particularly in contract formation and administration. How, for instance, do government representatives show that a cost-reimbursement contract is indeed the most advantageous, lowest-cost route to take for a particular project? What type of cost-reimbursement contract is best for the circumstances? How will proposal evaluation and source selection occur if costs are uncertain? What monitoring is necessary to ensure that costs are reasonable, controlled and based on efficient practices? This course answers these questions, and more.

The course is a complete cost-reimbursement contracting guide. It provides government and industry personnel with the practical guidance needed to understand and then efficiently manage cost-reimbursement contracts. To ensure maximum learning, the course will be supplemented with case studies and exercises that demonstrate practical, on-the-job applications of the material.

Contract Management Curriculum: Managing Performance-Based Service Awards	3 Days
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Performance-based service contracts (PBSCs) are designed to allow contractors to propose and implement innovative ways to achieve contract objectives and provide the government with effective tools to objectively assess and enforce contractor performance. The proper use of surveillance plans, incentives and other PBSC tools can lead to enhanced contractor performance resulting in cost savings to the agency and improvements in customer satisfaction.

Managing Performance-Based Service Awards will outline the next steps following the award of a performance-based service contract. This course is designed to equip government contracting managers with the knowledge needed to maximize the benefits of performance-based service contracts. You will learn to measure and document contractor performance and reach successful contract completion by applying the appropriate incentives.

The course exercises are derived from real-life, performance-based contract management scenarios that take participants beyond a mere review of the regulatory and process aspects of obtaining effective contractor performance. By completing these practical, interactive exercises, you will have an opportunity to observe the key activities following the award of a performance-based service contract and apply that knowledge to your day-to-day contracting environment. You will leave the course with a thorough, updated knowledge of PBSC tools, and be equipped to use these tools to successfully monitor and assess performance, receive and accept services and close contracts.

This course is especially valuable to government and industry contract managers, project officers, COTRs, contract administrators and anyone involved in the process of monitoring contract performance.

Contract Management Curriculum: Negotiation Strategies and Techniques	4 Days
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One of the most vital skills required in procurement is the ability to negotiate contracts effectively: contracts, in a wide range of settings, over large and small issues. This course provides a solid battery of strategies, tactics and skills that are effective in contract formation and contract administration negotiations. Every key phase of the negotiation process — from start to finish — is covered in this dynamic course, designed as a hands-on workshop that encourages participants to develop and test their skills.

The course engages participants through a series of negotiation trials, providing valuable situational experience. You'll discover the merits of thorough preparation as you identify and resolve issues and guide efforts toward measurable goals. This step-by-step preparation process focuses the participant on setting organizational priorities, positioning to exert influence and achieve organizational goals, and developing the ability to synchronize the outcome of the negotiation process with the needs of their organization.

It is essential that contract personnel not only be able to plan for a negotiation, but also be able to lead it. During this course, you'll have the opportunity practice new tools and techniques for leading a negotiation. In-class exercises will provide insights into individual personality as it relates to natural negotiation style. You'll perform a series of increasingly challenging negotiations, which will be videotaped to offer immediate feedback on your negotiation skills and invaluable experience in putting theory into practice.

The new skills you gain from this course can be immediately applied to other contracting situations in which formal and informal negotiations of all varieties take place. And, upon re-entering your organization after the course, you'll be equipped to profile other negotiators, which is useful in diagnosing skills and improving performance in future negotiations.

Contract Management Curriculum: Operating Practices in Contract Administration	4 Days
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Just as a chain is only as strong as its weakest link, a contract can be only as strong and as successful as its administration. In this highly practical course, you'll address all aspects of effective contract administration — from initial award to final closeout. Special emphasis will be given to successful administration of contracts: problem avoidance, day-to-day operating practices, performance monitoring systems, early detection and correction of nonperformance, payment, contract modifications and working relationships.

You'll learn proven practices for getting contracts off to a solid start, keeping them on track and handling every problem that arises. To obtain maximum benefit from the course, you should have a basic knowledge of the procurement process. For those pursuing a Master's Certificate in Government Contracting, this is the final required core course, and it concisely integrates all the concepts and techniques presented in the other four core courses.

Contract Management Curriculum:	Performance-Based Acquisition: Prepare Work Statements	3 Days
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Service contracts have been widely criticized for being plagued by cost overruns, delays, and other problems. Performance-based contracting is increasingly being invoked as a means of overcoming these problems and ensuring value for money. Does the approach live up to its promise? It can—if it is properly employed.

This course demonstrates how to lay a solid foundation for any service contract by establishing a sound performance-based approach from the start. You'll learn the critical steps to take in procurement planning and request for proposals preparation to implement the performance-based approach.

Emphasizing preparation of a performance-based work statement, the course focuses on the use of draft solicitations; team development of the work breakdown structure and task identifications; conversion of cost-plus requirements to fixed-price; use of incentives, deductions and penalties in connection with performance goals; and application of specific cost and performance measurement techniques, quality assurance surveillance plans and quality-related evaluation factors. You'll learn to incorporate proven best practices in performance-based service contracting, and you'll tackle issues in a hands-on environment emphasizing real-life, in-the-workplace skills.

If you are responsible for obtaining, pricing or administering service contracts, this course will help you achieve results. Our instructors have developed and managed performance-based contracts for both the government and industry. Their ability to teach the procedures and techniques required for performance-driven contracting will give you the perspective and detailed guidance you need to make this approach work for you.

Contract Management Curriculum:	Project Management for Contracting Professionals	4 Days
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As government agencies and companies continue to streamline operations and with the huge growth in public- and private-sector outsourcing, contract management is increasingly taking on many of the elements and responsibilities of project management.

When the lines between contract management and project management blur, clear communication and a working knowledge of each discipline's core elements and competencies are vital to the success of a contract or project.

Reflecting the latest practices in the project management field, and viewed from the special perspective of contracting professionals, this course offers concise instruction on project management. Step-by-step, the course covers the entire project life cycle—from selection and initiation, through planning, implementation, and control, to termination and closeout.

Through case studies, exercises, and an array of practical experiences, you will learn lessons you can relate directly to your procurement activities immediately upon completing the course.

Contract Management Curriculum:	Source Selection: The Best-Value Process	4 Days
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How do you pick the winner? How can you increase the likelihood of being the winner yourself? One of the most critical steps facing agencies and contractors in government contracting is source selection — the process agencies follow to choose among competing proposals. In response to demands for improvements in the quality of supplies and services, federal agencies are increasingly using best-value criteria to award contracts. While the process gives agencies great latitude, the procedures are demanding of agency personnel and competing offers. In addition, the rules give you little guidance on how best to select evaluation factors and evaluate proposals.

Through lectures and comprehensive case studies, this hands-on course will provide you with a solid understanding of what the rules mean and skill training on the principles and processes of sound business decision analysis and decision making. In addition to being of enormous value to government personnel, this course offers industry professionals a wealth of insights into the source selection process and the tools to use those insights to develop effective, winning proposals.

Contract Management Curriculum: Subcontract Management in Government Contracting	3 Days
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This course provides a comprehensive overview of the laws, government policies and regulations – including the Federal Acquisition Regulation (FAR) – that apply to subcontracts and subcontract management. With all of the changes that have occurred in procurement, this course is a must for keeping subcontracting activities efficient, profitable and in compliance with government requirements.

Created for government representatives, subcontractors and prime contractors, the course details the subcontracting provisions contained in the FAR. The course also covers key issues of subcontracting today, such as flow-downs, pricing, disputes, payments and terminations. Cases and real-world examples are used to illustrate the application of laws, regulations and management principles and to provide practical solutions to problems frequently encountered by subcontractors and prime contractors.

FAC-P/PM Certification Curriculum: Acquisition for Federal Government Project Managers	3 Days
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Acquisition for Federal Government Project Managers presents the federal project/program manager’s role within the government acquisition process and relates their project activities to various acquisition methodologies, in particular performance-based acquisition.

During this course, participants will learn about various acquisition activities, specific to entry-level contracting competencies and performance outcomes, as defined by FAC-P/PM policy and competency model. The course will include how to develop a statement of work, contribute to a source selection plan development, and participate in a contract administration, including contract modifications and terminations. The course identifies how the federal project/program manager works together with other members of the project and acquisition teams. Finally, participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

FAC-P/PM Certification Curriculum: Advanced Acquisition for Federal Government Project Managers	3 Days
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Advanced Acquisition for Federal Government Project Managers provides leaders of an integrated program team with in-depth knowledge of the acquisition process, team members’ roles and responsibilities within that process, and various acquisition methodologies, in particular performance-based acquisition.

In this highly interactive course, you will explore the senior-level contracting competency, as defined by the latest FAC-P/PM policy, and examine the details behind implementing an acquisition strategy. You will also adapt source selection process to procurement complexity and lead the development and implementation of the negotiated performance baseline.

The course also helps prepare senior-level program professionals with the skills they need to manage relationships between program and acquisition teams, as well as perform leadership and management actions related to program and acquisition planning. Finally, the course also addresses the ethical behavior required among contracting parties as a crucial risk management measure within the contracting process.

FAC-P/PM Certification Curriculum: Advanced Earned Value for Federal Government Project Managers	3 Days
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Advanced Earned Value for Federal Government Project Managers helps you direct and manage EVM implementation across the program life cycle and build up extensive EVM capabilities to be applied to large, complex projects/programs.

This course focuses on the senior-level business, cost, and financial management competency, as defined by the latest FAC-P/PM policy, and will help you harness the power of EVM to control your programs. By the end of the course, you will be confident indicating work progress in a more objective way within and across projects and properly relate cost, schedule, and technical accomplishments. The course also will enable you to create and utilize a realistic performance measurement baseline (PMB), and provide management with information at a practical level. Finally, as part of the course activities, you will prepare an action plan to create immediate impact on your control of projects.

FAC-P/PM Certification Curriculum: Applied Acquisition for Federal Government Project Managers	3 Days
<p>Applied Acquisition for Federal Government Project Managers focuses on the performance of the key tasks of the federal project/program manager in order to successfully integrate acquisition within the project/program life cycle. In this course, participants will acquire the knowledge and skills required to satisfy mid-level contracting competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.</p> <p>The course also discusses the contribution of the project/program manager to such key tasks as acquisition strategy and acquisition plan development, conducting market research, project/program requirements development and management, source selection, and contract management. A special focus is placed on the project/program manager's involvement in effective contract relationships management. Finally, the participant will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.</p>	
FAC-P/PM Certification Curriculum: Applied Earned Value for Federal Government Project Managers	3 Days
<p>Applied Earned Value for Federal Government Projects provides information on financially managing a project throughout the life cycle, using earned value management (EVM) and integrated baseline reviews (IBR). The course will describe the life cycle of an appropriation and will satisfy the mid-level business, cost, and financial management competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.</p> <p>The relationship between cost estimates and the project baseline will be presented and participants will learn to calculate EVM to control projects and meet federal agency requirements. By the end of the course, the participant will be able to identify cost-based risks, within the 8-step risk management process. Finally, participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.</p>	
FAC-P/PM Certification Curriculum: Applied Project Management for the Federal Government	3 Days
<p>Applied Project Management for the Federal Government provides the participant with the fundamental concepts of project management in the federal government, with an emphasis on application of tools and techniques to manage a federal acquisition project. This course will include information to satisfy mid-level requirements development and management processes, systems engineering, life cycle logistics, test and evaluation, and competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.</p> <p>Discussions of the project life cycle phases will integrate the systems engineering process (SEP) and related test and evaluation decisions made by the integrated project team (IPT). Expanding on the integrated approach, the course includes information on how to develop an Integrated Master Plan (IMP), and also consider the total cost of ownership (TOC) and life cycle costs (LCC). Finally, the participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.</p>	
FAC-P/PM Certification Curriculum: IT PM: Core principles and Processes	3 Days
<p>Designed specifically for Federal IT professionals who have already earned their FAC-P/PM certification IT PM: Core Principles and Processes course is fully FAI-verified as meeting 20 IT Specific Outcomes for the competencies included in the core FAC-P/PM Standard.</p> <p>The course provides a 24-hour continuing education course that extends the experienced FAC-P/PM professional's skill set.</p>	
FAC-P/PM Certification Curriculum: IT PM: Management and Resources	3 Days
<p>Designed specifically for Federal IT professionals who have already earned their FAC-P/PM certification, IT PM: Management and Resources (FPM 401) course is fully FAI-verified as meeting seven (7) out of fifteen (15) technical FAC-P/PM-IT Core-Plus training Competencies not included in the core FAC-P/PM Standard.</p> <p>The technical competencies addressed in this course are:</p> <ul style="list-style-type: none"> -Accessibility -Data Management -Information Management -IT Performance Assessment -IT Program Management -Information Resources Strategy and Planning -Technology Awareness <p>The course provides a 24-hour continuing education course that extends the experienced FAC-P/PM professional's skill set.</p>	

FAC-P/PM Certification Curriculum: IT PM: Operations and Security	3 Days
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Designed specifically for Federal IT professionals who have already earned their FAC-P/PM certification, IT PM: Operations and Security (FPM 402) course is fully FAI-verified as meeting eight (8) out of fifteen (15) technical FAC-P/PM-IT Core-Plus training Competencies not included in the core FAC-P/PM Standard.

The technical competencies addressed in this course are:

- Information Assurance
- Information Systems/Network Security
- Information Systems Security Certification
- Enterprise Architecture
- IT Architecture
- Infrastructure Design
- Operations Support
- Configuration Management

-The course provides a 24-hour continuing education course that extends the experienced FAC-P/PM professional's skill set.

FAC-P/PM Certification Curriculum: Leading Federal Government Project Managers	2 Days
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Leading Federal Government Project Managers helps you take a nimble approach to leading project managers, managing direct reports and managing the expectations of senior audiences.

This course focuses on the senior-level leadership competency, as defined by the latest FAC-P/PM policy, and will take a deep dive into managing relationships, communication, conflict management, and diversity with an eye to building and maintaining a high-performance team. By the end of the course, participants will know how to strategically position the organization to take advantage of new opportunities by developing and improving products and services. Participants will also have the skills needed to facilitate effective business partnerships with the CO, CAO, senior-level agency advisers, and other business advisers and program stakeholders. Finally, participants will be able to identify, assess and resolve programmatic problems, and use sound judgment to identify corrective courses of action.

FAC-P/PM Certification Curriculum: Leading Federal Government Projects	2 Days
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Leading Federal Government Projects helps you understand the Project/Program Manager's role within a federal agency and how it requires knowledge of the many facets of leadership. This course focuses on entry-level leadership competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.

Participants will review the difference between leadership and management, communication theory, conflict management, and organizational and personal accountability. By the end of the course, participants will be able to define the principles of ethics and values in the acquisition process and describe how the core ethical values are associated with the acquisition decision making process.

Continuous Process Improvement (CPI) is a component within every project and by the end of the course, participants will know how to identify these opportunities to improve the agency's processes and services. Finally, participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

FAC-P/PM Certification Curriculum: Leading Federal Government Projects II	2 Days
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Leading Federal Government Projects II will present project/program managers with the best practices on leading federal projects, to help project/program managers manage and develop an integrated project team (IPT), improve communication, decision making and conflict management. This course focuses on the mid-level leadership competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.

Participants will discuss and apply interpersonal skills to both project team and stakeholders in the areas of effective feedback, fostering talent, and negotiating skillfully. By the end of the course, participants will be able to determine the impact of stakeholder relations on programmatic success. Finally, the participant will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

FAC-P/PM Certification Curriculum: Managing Federal Government Projects	3 Days
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Managing Federal Government Projects explores the foundations of project management and how to initiate, plan, implement, monitor and report, and close out federal government projects. The participant will explore the key activities and documentation related to each phase of the project lifecycle in this course. Participants will also examine how the lifecycle includes the entry-level Requirements Development and Management Processes, Systems Engineering, Life Cycle Logistics, and Test and Evaluation competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model. Finally, participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

FAC-P/PM Certification Curriculum: Program Management for Federal Government	3 Days
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Program Management for the Federal Government lays the foundational knowledge and skills to implement essential activities throughout the life cycle of a typical government program.

You will explore the systems engineering, life cycle logistics, test and evaluation, and requirements development and management competencies, as defined by the latest FAC-P/PM policy. You will build a stronger foundation in the program's multiple components and deliverables, their interdependencies, and the program manager's role in coordinating all of them. By following the program management approach defined in this course, participants develop a stronger understanding of the link between program objectives and their alignment with organizational strategic goals.

A review of program benefit tools and metrics will help you manage program performance across the phases, and you'll gain the skills necessary to develop a multiyear program plan and Integrated Master Plan (IMP). Finally, you will develop a better appreciation of program closeout as a transition to effective support and maintenance.

FAC-P/PM Certification Curriculum: Schedule and Cost Control for Federal Government Projects	3 Days
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Scheduling and Cost Control for Federal Government Projects provides participants with the information to estimate cost and time input to generate a WBS and then monitor projects using earned value management. This course reviews best practices to meet the requirements of OMB A-94 and A-11 and addresses the entry-level business, cost, and financial management competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model. Calculation of schedules, using the PERT technique, and interpretation of data from a time-phased distribution of project costs will also be reviewed. By the end of the course, participants will be ready to apply the concept of total life cycle systems management to their projects. Finally, participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

Project Management Curriculum: Contract Management Principles and Practices	3 Days
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Project managers, contract managers, and other professionals involved in the world of contracts must be able to work effectively together with customers, contractors, and subcontractors to accomplish key organizational objectives. Because contracts are developed in an increasingly complex environment, including the rising use of contracted supplies and services throughout government and industry, a solid understanding of the contracting process is critical and can give you an advantage whether you are on the buyer's or seller's side.

Get an overview of all phases of contracting, from requirements development to closeout. See how incentive can be used to improve contract results.

This course explores these vital issues from the manager's perspective, highlighting key roles and responsibilities to give you greater influence over how work is performed. You'll also discuss actions that can be taken to help ensure that contractors or subcontractors perform as required under the contract.

Lectures are combined with case studies, exercise and negotiation role-playing to maximize the learning experience. Plus, you'll receive a comprehensive course materials package, including reference materials specific to each unit of the course.

Effective contract negotiation and administration can ensure project success, speed performance, and reduce risks and costs along the way. Discover the keys to contracting from your perspective in this practical course.

Project Management Curriculum: Introduction to Project Management	2 Days
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This course is for individuals on project teams who may not necessarily manage the cost control (earned value) or team building aspects of a project. Upon successful completion of this course, participants will be able to apply basic project management skills, concepts, and techniques to manage small projects within their organizations.

Project Management Curriculum: IT Risk Management	3 Days
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The unique challenges of IT projects make it mandatory an IT project manager be a skilled risk manager. Risk will always exist in IT projects given the need to deal with challenging requirements and expectations, complex and ever-changing technologies and business needs, and aggressive schedules and budgets to support business success. However, it is not inevitable that risk management will be an impossible task that will result in your being viewed as reactive, or worse, unresponsive.

In IT Risk Management, you'll learn to look at risk management as a way to seize opportunities, minimize threats and achieve optimum results. You'll work through the proactive approach to threat and opportunity— based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Using effective tools, including Korn Ferry's highly regarded risk assessment model, you'll learn how to evaluate and respond to risk at the project and task levels. You'll apply these tools from the course material to analyze and classify risks, determine how to establish an acceptable level of risk and develop a practical risk response plan.

A multi-part case study takes you from a risk overview at the beginning of an IT project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project.

You'll leave this course prepared to face the challenges and opportunities of risk management with new practices to apply in your environment and new insights on the implications and advantages of applying risk management well.

Project Management Curriculum: Leading Complex Projects	3 Days
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Have you ever taken on a project that appeared just too complex to handle? Just trying to identify the multitude of variables to be managed, let alone to anticipate how they might interact to create unexpected challenges, can be overwhelming. So how do you determine the true complexity, with a clear understanding of the variables involved and move forward to develop a plan that provides the right level of control and flexibility for success.

Leading a complex project requires a new way of thinking—a new approach to applying known project management techniques and tools. Leading Complex Projects provides an innovative approach to assess project complexity and to deploy the best techniques to achieve success.

You'll learn to use Strategy Execution's unique Complexity Indicator and Complex Project Model to increase your effectiveness in controlling the complexity in your project. The Complex Project Model provides valuable insight into the variables that create the complexity of your particular project. It enables you to select existing tools from a new point of view that both limits the level of complexity and leverages use of the remaining complexity for positive results—in short, to stack the odds of success in your favor!

The exercises and readings are designed to give you hands-on experience from a new perspective while determining the true level of project complexity and using complexity to assist rather than hinder progress. Among the tools provided is an automated template of Strategy Execution's Complexity Indicator. Using your answers to the questions in the Complexity Indicator, this tool automatically calculates your project's complexity level, and plots the strengths and weaknesses of your project against the nine areas of PMBOK® Guide. This course is a must for the experienced project manager who needs a leg up in managing the seemingly unmanageable!

Project Management Curriculum: Managing IT Projects	3 Days
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Today's IT projects present unique challenges to the project manager, requiring coordination with many stakeholders and integration of various technological capabilities. In this comprehensive introductory course, you'll discover critical success factors and hidden risks inherent in IT projects and you'll leave with an understanding of strategies and techniques developed in the field by experienced IT project managers for successfully managing IT projects.

"IT" means different things to different people. This course addresses all areas of IT project management: hardware, software, systems integration, communications and human resources. It addresses the role of the project manager and the project team at each phase of the project life cycle, helping you gain the foundation, basic experience, techniques and tools to manage each stage of your project. You'll learn techniques to determine customer requirements, set goals tied directly to stakeholder needs, get the most from your project management team, and utilize project management tools to get work done on time and within budget.

By extending traditional project management concepts into the IT arena, this course will help you gain an understanding of the strategies and skills necessary to manage IT projects of any size. You'll take home powerful tools to enhance your IT project management capabilities, as well as written text in your course binder explaining the concepts in each unit for reference. In addition, you'll receive Dictionary of Project Management Terms, Third Edition, by J. LeRoy Ward, PMP, Pumps.

You'll learn IT project management skills through hands-on exercises, interactive case studies and relevant discussions with your peers and an experienced IT project management instructor.

This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experiences that can immediately be applied when you return to the workplace.

Project Management Curriculum: Managing Projects	3 Days
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Get a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in proven project management techniques and discover a wealth of valuable, flexible tools that you can use immediately to ensure the success of any project in any type of organization.

Managing Projects gives you the foundation, techniques and tools to manage each stage of the project life cycle, work within organizational and cost constraints, set goals tied directly to stakeholder needs, get the most from your project management team, and utilize state-of-the-art project management tools to get the work done on time and within budget.

Covering the entire project life cycle, this course is built around best practices currently used in today's fast-paced business environment. You'll learn project management skills through case studies, hands-on exercises and practical experiences that can immediately be applied to your job. This approach yields a comprehensive project management experience, including the early stages of defining project requirements, developing work breakdown structures, project change control and closeout.

As the Strategy Execution Project Management Professional Development Program's flagship course, Managing Projects opens the door to more efficient project implementation. The program's other courses provide opportunities for you to build on the knowledge you gain during this course to enhance your project management capabilities.

Your course materials include comprehensive reference material specific to each unit of the course.

Project Management Curriculum: Negotiation Skills for Project Managers	3 Days
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Negotiation is an invaluable skill for any project manager. Not only do you negotiate agreements with vendors and contractors, but you must effectively negotiate with stakeholders, customers and team members throughout the life of a project. This three day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants the opportunity to experience one-on-one negotiations. You will learn how to analyze negotiation style, diffuse conflict and turn it into an advantage, and negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other participants.

By the end of the course, you will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Not only will you gain new skills, but you will gain experience using them in realistic situations. To ensure you maintain and build these new skills, the course includes a Personal Action Plan, that will ensure the integration of new knowledge and skills in both your personal and professional life.

Project Management Curriculum: Program Management	3 Days
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Program management doesn't simply entail managing interrelated projects—rather, it's about managing programs to maximize benefits realization while ensuring that programs (and their components) align with organizational strategy and overall strategic objectives. Whether you're new to the field or a seasoned practitioner, this course offers a hands-on approach to program management.

The course contains an integrated case study and walks participants through the life cycle of a typical program, identifying critical success factors at each step in the process. In addition to the latest insights from PMI's Standard for Program Management, 3rd Edition, and Managing Success Programmes (MSP), this course is packed with practical application tools, techniques and best practices for managing programs. You'll learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You'll also manage change and program challenges and close out the program effectively.

Project Management Curriculum: Project Leadership, Management and Communications	3 Days
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Project Leadership, Management and Communications is an interactive course designed to provide a solid foundation in key leadership competencies and to afford you the opportunity for a truly transformational leadership experience. As a participant, you will complete a self-assessment of your leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

After you assess your skills, you'll create and refine a personal leadership vision and work on strengthening your leadership competencies as you develop your personal Leadership Development Plan. You'll learn how to empower yourself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches—and you'll gain an appreciation of the importance of a collaborative “win/win” negotiation process. You'll also gain a clear understanding of why communication is so important—regardless of how a project is organized. And you'll discover how business and personal ethics can influence your leadership style and personality, and how your individual leadership style and personality can influence the course a project will take.

Working with other professionals and an experienced instructor/facilitator in an interactive classroom environment, you'll engage in revealing case studies, lively discussion and practical exercises.

Project managers and business professionals who need to increase their leadership skills will find Project Leadership, Management and Communications to be extremely valuable as they master important skills to get the most from their most valuable project management resource—their people!

Project Management Curriculum: Project Management Applications	4 Days
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Watch basic concepts come to life in this course, a comprehensive synthesis of core project management principles designed to reinforce skills learned throughout the core curriculum. Whether you attend the classroom or online course, you will work in teams to complete an extensive, realistic, project case study.

You'll propose, plan and execute a full-scale project under typical organizational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling and control as you address questions of leadership and management. Each team member will take a turn as project manager, defining objectives and performing tasks and producing deliverables critical to the project's success.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice new skills in your organization.

Bring to class: a calculator (online and classroom) and a laptop computer (classroom), if you have one.

Project Management Curriculum: Quality for Project Managers	3 Days
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Quality for Project Managers applies quality principles to project management itself, as well as to the products and services resulting from projects. It brings to the forefront the essentials of project quality management and its vital link to business success, with a focus on the tools and essentials of effective quality management that work for your organization, regardless of your industry. The course shows you how to integrate quality management concepts with project management program to support your business success.

You'll learn about the philosophy and principles of quality management and learn how to translate these concepts into specific actions that are key to successful project quality efforts. The course presents a five-step model for successfully planning project quality, a five-step model for effectively assuring project quality and a quality-control toolkit, all of which you can immediately apply to your work environment. With a strong emphasis on exercises, this course gives you the opportunity to apply quality strategies and skills to real-world scenarios. You will practice concepts, tools and techniques using modularized case studies that require immediate and direct application of skills learned.

The strategies of quality management and continuous improvement dovetail with project management concepts to increase your control over objectives, work and performance. Master these proven methods and discover how quality greatly contributes to and enhances project success.

Project Management Curriculum: Rapid Assessment and Recovery of Troubled Projects	3 Days
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If you're a project manager who is in the trenches every day, sooner or later you'll be staring into the face of a troubled project. The project may be your own or may be one you've inherited. Knowing what to do when the time comes will be critical to your success. You'll need to take action immediately – with speed, accuracy, power, balance and focus. You'll have little time to think about an approach or polish your skills.

Rapid Assessment and Recovery of Troubled Projects demonstrates a proven process to project recovery. You'll get everything you need (process, tools, techniques) to perform a rapid assessment of a project in trouble, develop a recovery plan and manage the transition to stabilization.

Active participation in the case study, designed to simulate the environment and feel of an actual troubled project, will enable you to build your skills in a meaningful way. This course is a must for experienced project managers who need to know what to do when the chips are down.

Project Management Curriculum: Risk Management	3 Days
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In this Risk Management course, you'll work through the proactive approach to threat and opportunity—based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Risk Management examines threat and opportunity from a top-down and bottom-up perspective using Korn Ferry's proven eight-step risk management process. Using effective tools, including our highly regarded risk assessment model, you'll learn how to evaluate and respond to risk at the project and task levels.

By applying these tools...

You'll end the course with new practices to apply in your environment and new insights on the implications and advantages of applying risk management well.

Project Management Curriculum: Scheduling and Cost Control	4 Days
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Develop effective measures for scheduling and controlling projects as you put the tools of project management to work. In this course you'll focus on managing the constraints you face in any project: limits on time, human resources, materials, budget and specifications. Discover proven ways to work within your identified constraints, without letting predefined limits curtail creativity or innovation.

From the opening morning, you'll get hands-on experience, practicing your skills in building project requirements and the work breakdown structure. You'll learn a sound, logical framework for scheduling and controlling project activities. And you'll master techniques for estimating, forecasting, budgeting, monitoring, controlling, analyzing and reporting costs and interpreting the meaning of earned-value data.

Individual and small-group exercises feature scenarios that help hone these skills, and a comprehensive toolkit provides practical field guidance. The course materials also include comprehensive reference materials specific to each unit of the course.

Discover a number of sophisticated tools and techniques that you can use to manage time and costs effectively on every type of project. This is one of the program's most popular courses; classes fill up quickly, so register early.

Please bring calculator to class.
 Participants in this course will receive our Earned Value Formula Finder, which puts the information you need to determine cost, schedule, estimate at completion and estimate to complete values for your projects right at your fingertips.

Project Management Curriculum: Unlocking the Power of Earned Value Management (EVM)	2 Days
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You've been hearing the term Earned Value Management (EVM) for some time, and you have been introduced to the plethora of calculations involved. Management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. What you really need is a more objective way to evaluate and control your project and to provide management accurate summary information. In short, you need Unlocking the Power of Earned Value Management.

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely, and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor.

Working through an integrated case study designed to simulate real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace.

Participants in this course will receive our Earned Value Formula Finder.
 Recommendation: Please bring a calculator to class.

Project Management Curriculum: Writing Statements of Work: The Heart of any Contract	3 Days
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Widely considered the "heart of the contract," the Statement of Work (SOW) is the foundation of the relationship between buyers and sellers. The purchase or sale of products and services can only be executed by skillfully creating the SOW document. This course is designed for practical use by requirements developers, in-house SOW team members and other project managers and contract managers whose responsibilities include properly identifying needs and turning them into quality contracts. It provides the information you need, including basic contract management concepts, to consistently develop and administer effective SOWs.

This course employs challenging team exercises and case studies that will take you through the process of building a solid statement of work. First you will start out understanding the relationship between the Master Agreement and the SOW. Next comes the evolution of the SOW, (needs, objectives, requirements) and, depending on your situation, how a Statement of Object (SOO) and/or a SOW outline is needed in preparation of the SOW. This is followed by breaking down poorly written and constructed SOWs and/or sections of SOWs and re-writing them using best practices and guidelines. After that, the team will build a multi-page SOW from scratch. Finally you'll learn what needs to occur in regards to the SOW when there is change in the project that doesn't meet the SOW.

The skills learned in this practical course can be immediately applied by anyone involved in writing, negotiating, awarding or administering SOWs.

Vendor Management for Project Managers: Managing Service-Level Agreements	3 Days
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Service Level Agreements (SLAs) are designed to allow contractors to propose and implement innovative ways to achieve contract objectives and provide companies with effective tools to objectively assess and enforce contractor performance. The proper use of performance standards, acceptable quality levels, incentives, and other performance-based acquisition (PBA) tools can lead to enhanced contractor performance resulting in cost savings to the companies and improvements in customer satisfaction.

Managing Service Level Agreements (SLA) will outline the major processes and tools of developing and managing SLA as a part of a performance-based service contract. This course is designed to equip the personnel involved in developing and managing SLAs with the knowledge needed to maximize the benefits of performance-based service contracts. You will learn to measure and document contractor performance and reach successful contract completion by applying the appropriate incentives.

The course exercises are based on real-life, performance-based contract management scenarios that take participants beyond a mere review of the process aspects of obtaining effective contractor performance. By completing these practical, interactive exercises, you will have an opportunity to observe the key activities of developing and managing SLAs and apply that knowledge to your day-to-day contracting environment.

Vendor Management for Project Managers: Vendor Performance Management	3 Days
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The Vendor Performance Management course is designed to give buyers, acquisition staff, and managers targeted training on relationship management, performance management, measurement, communication, and conflict management.

When it comes to improving vendor performance, the application of Vendor Relationship Management (VRM) in managing your vendor base more efficiently will help you establish long-term relationships and partnership with your vendors. This improved relationship will yield an increase in project quality and stakeholder satisfaction. At many organizations, acquisition and vendor management personnel face the challenge of tracking and optimizing vendor performance, which is often not effectively managed as part of contract administration.

Even where executives and organizations recognize that effective vendor relationships are indeed a major contributing factor in improving financial performance and customer satisfaction, many of those same organizations have little or no processes and tools for how to manage their vendor and build effective vendor relationships. This course can provide you with the tools and methods that will help you define and analyze your vendors, communicate with them effectively, prevent and/or effectively manage potential conflicts, and benefit from the best practices of performance-based acquisition.

The course exercises are based on real-life scenarios that allow participants apply learned concepts and tools. By completing this practical, interactive course, you will have an opportunity to practice the key activities of managing vendor performance and apply that knowledge to your specific organizational environments.