ADVANCE EMPLOYEE INTELLIGENCE

TRAINING CATALOG FY18

PROJECT MANAGEMENT * ACQUISITION AND CONTRACTING * SUPERVISION AND LEADERSHIP

Classroom Instruction

Self-Paced Online Learning

Online Collaboration

Live Webinars

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Meet Advance Employee Intelligence

WHO ARE WE?

Advance Employee Intelligence LLC (AEI) is management consulting firm specializing in training, human resource development, and organizational development services for the U.S. federal government.

AEI is also proud to employ SME's who are Global Registered Educational Providers with the Project Management Institute (PMI®), and thus certified to provide more than 25 project management courses for PMI certification and continuing education credit.

WHAT ARE OUR CORE DISCIPLINES?

Advance Employee Intelligence has specialized expertise in the areas of acquisition and contract administration, and program and project management training. We also have an extensive supervisor and senior leader development practice. AEI's training programs take a curriculum perspective – integrating content across courses to reduce redundancy. Our training focuses on competencies to ensure that training actually improves performance in the workplace. We develop and deliver customized and off-the-shelf courseware in a variety of formats including instructor-led, computer-based, and web-based.

Advance Employee Intelligence also has a robust leader coaching practice, having coached hundreds of federal and local government leaders over the last five years. Using only International Coaching Federation certified coaches, AEI conducts "360" and other assessments, and holds coaching sessions face-to-face, by telephone, and by web-based media. Our standardized coaching process ensures sound coach-to-participant matching and successful completion of the coaching engagement, while reducing agency costs.

WHO HAVE BEEN OUR CLIENTS?

AEI's customers have included the U.S. Department of Transportation and the District of Columbia Government in the following agencies: Homeland Security and Emergency Management Association, Office of the State Superintendent of Schools, Department of Transportation, Department of Forensics, Office of Cable TV Film Music & Entertainment and the Department of Employment Services.

HOW CAN WE BE REACHED?

Located in the Washington DC Metro area, AEI's training services are available through purchase orders, purchase cards, and SF-182's. To enquire about our training services, or to receive our training catalog and information about contracting with us, please contact Ron Covington at ronald@aeicompany.com. For information on our coaching services, contact Rodney Chambers at rodney@aeicompany.com. Both can be reached by phone at 202-495-3468.

Quick Guide to Advance Employee Intelligence's Training Catalog

WHAT COURSES DOES AEI OFFER?

AEI offers training in the following areas: federal grants and financial assistance; acquisition and contract management; program and project management; federal financial management; supervision and leadership; and personal development.

HOW DO I ORDER COURSES?

Courses can be ordered with a Purchase Order, a government Purchase Card, or with an SF-182. Course prices includes all participant materials, Level I evaluations, and certificates of course completion for up to 25 participants. Course pricing is below.

COURSE PRICES

Course Length	Instructor-Led Courses	Webinar-Based Courses
1 day/8 hours	$7,000	$9,000
2 day/16 hours	$9,000	$12,000
3 day/24 hours	$12,000	$15,000
4 day/32 hours	$13,500	$17,000
5 day/40 hours	$15,000	$20,000

**Understanding Project Management and Preparing for the PMP® Exam includes an additional $2500 to the 5 day course price to cover the cost of specialized participant materials*

WHAT ELSE SHOULD I KNOW?

- Courses can be delivered at your site or Advance Employee Intelligence can provide training space at an additional charge.
- We can customize courses to meet your Office's specific training need for an additional charge.
- Courses are offered in classroom and/or webinar format.
- All webinars are delivered through Adobe Connect or GoToWebinar.
- Continuing Learning Points (CLPs) are granted for participants upon successful completion of each course. Participants will earn 8 CLPs for each day of classroom training or equivalent webinar delivery format.

WHERE CAN I GET ADDITIONAL INFORMATION?

For additional information, please contact Rodney Chambers at Advance Employee Intelligence at *rodney@aeicompany.com* or 202-248-5055.

ACQUISITION AND CONTRACT MANAGEMENT TOPICS

ACQUISITION MANAGEMENT FOR TECHNICAL PERSONNEL

Because of the Federal Government's special fiduciary relationship, the acquisition system established to manage the expenditures of taxpayer monies is very different in some respects from commercial transactions between private parties. The principal purpose of a Federal acquisition system is to deliver on a timely basis the best value product or service to the customer while adhering to the laws, regulations, policies, and directives of the United States Government. This course examines the portion of the acquisition process commonly referred to as "procurement." This part of the process typically begins with the completion of the acquisition strategy and the development of the acquisition plan. The process proceeds through development of a solicitation, solicitation and evaluation of proposals, and contract award.

Course Format: 5 day Instructor-led classroom delivery

CONTRACT ADMINISTRATION FOR TECHNICAL REPRESENTATIVES

This course is specifically designed for Contracting Officers Representatives (CORs). This course helps those employees with technical or functional expertise, but little formal acquisition training or experience, understand what to do and what not to do as CORs. This course provides fundamental knowledge and hands-on exercises to help participants understand the importance of the COR function as it relates to each stage of the contract administration process. Topics include: the Federal acquisition process as it pertains to the COR function; the role of the COR, particularly in relation to the Contracting Officer and the contractor; the duties of the COR and how to effectively complete assigned responsibilities; and the ethical standards of conduct to which CORs must adhere.

Course Format: 3 day Instructor-led classroom delivery

COR TRAINING REFRESHER

This course is designed to review the COR's responsibilities and the contracting environment in which they operate. The course also provides the opportunity for CORs to discuss with each other the situations and experiences they have encountered in their performance of COR duties. Finally, the course provides an update on developments in the Federal acquisition and contract management process and presents information on new trends, issues, and concerns in Government procurement. Course objectives include: recalling the operation of the Federal acquisition process as it pertains to the COR function; the role of the COR; understanding the ethical standards of conduct to which CORs must adhere; and the major trends, developments and issues in Federal Acquisition and contract management.

Course Format: 1 day Instructor-led classroom delivery

FAIR AND REASONABLE PRICING

This course focuses on fair and reasonable pricing as defined in 48 CFR Part 2915, and on the methodologies to attain them. It explores the responsibilities of contracting officers and support officials in making determinations of fairness and reasonableness of pricing data. This course is valuable to all professionals in the business of procuring goods and services for the United States.

Course Format: 1 day Instructor-led classroom delivery

INTRODUCTION TO PURCHASE CARD PROGRAM

This course is specifically designed for new cardholders Instructs first-time users of the Government Purchase Card (P-Card) in what to do and what not to do as cardholders. This course provides the necessary P-Card process, ethics, and responsibility training. Participants of this course receive instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "SmartPay" program. Program points of contact, objectives, specific roles/responsibilities, and basic processes are also explained during the instruction.   Participants learn how to properly employ this method for individual purchases to provide timely, cost effective support, while maintaining appropriate attention to fiduciary duties. Practical application of P-Card methodology will be enhanced through course exercises and discussions.

Course Format: 2 day Instructor-led classroom delivery

GOVERNMENT CONTRACT LAW

Participants who do not have the benefit of a legal education learn about the structure, extent and limitations of government contract law, and the related authorities and responsibilities of Contracting Officers and their representatives. Key concepts include: laws and regulations that form and underpin government contracting action; types of acquisitions and solicitation techniques; legal requirements and procedures in sealed bidding and contracting by negotiation; the types of contracts, subcontracting, and contract administration and performance; legal remedies for bidders, contractors and government; and, the roles of the GAO and the US Court of Federal Claims.

Course Format: 5 day Instructor-led classroom delivery

INTRODUCTION TO PURCHASE CARD PROGRAM REFRESHER

This course is designed as a refresher for employees who have already completed the 2-day *Introduction to Purchase Card Program* course on purchase card delegation/appointment. Topics in this refresher course include: instruction in the basic concepts of Government contracting and accountability and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the Federal acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

Course Format: 1 day Instructor-led classroom delivery

MANAGING CONTRACT CHANGES

This course is designed to better prepare Contracting Officers (COs) and technical managers to manage project changes on complex construction projects through effective management of contract modifications and change orders. Reference materials and actual cases from the Boards of Contract Appeals and the U.S. Court of Federal Claims are discussed to improve participant understanding of principles, concepts and doctrines that impact contract change management in a Federal agency. The course discusses the historical and current contracting environment, the doctrine of constructive change, potential differences between project management changes and contract changes, and the things senior level contracting and program officials can do to improve the effectiveness of the change management process.

Course Format: 4 day Instructor-led classroom delivery

PERFORMANCE-BASED MANAGEMENT CONTRACTING

This course is designed so that Program and Project Managers, as well as contracting personnel, better understand how to manage performance-based contracts for managing large government facilities. The course addresses the processes by which these performance-based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance-based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. This course focuses exclusively on major site and facility contracts and the unique challenges involved in making them performance-based.

Course Format: 3 day Instructor-led classroom delivery

SIMPLIFIED ACQUISITION PROCEDURES

This course is designed to provide information and understanding on how to use the simplified acquisition procedures under Part 13 of the Federal Acquisition Regulations. This course is targeted towards contracting personnel as well as technical program staff who need to understand when and how to take advantage of simplified acquisition procedures in purchasing goods and services for their agencies. Participants will learn to distinguish between purchases that require competition and those that do not, and how to qualify purchases that can be non-competitive. In addition, the course will describe the uses and attributes of a variety of procurement options including Standard Form (SF) 44, SF-182, Purchase Cards, Purchase Orders and Blanket Purchase Agreements. For each one, participants will learn when they can be used, what procedures need to be followed regarding competition, and the advantages and disadvantages of each. Participants will discuss a variety of scenarios and examples to reinforce their understanding of the different options available under simplified acquisition.

Course Format: 1 day Instructor-led classroom delivery

REIMBURSABLE AGREEMENTS

This course addresses interagency transactions at the Federal level. It covers principles of law that apply to all Federal agencies, unless a specific agency had alternative statutory authority. Agency-specific issues are incorporated into classroom discussion.

Course Format: 2 day Instructor-led classroom delivery

TYPES OF CONTRACTS

This course introduces participants to the various types of contracts employed in the Federal government. It discusses the aspects of consideration of cost risks in selection decisions, and describes the methods of utilizing fixed price economic price adjustment contracts. Participants gain knowledge of structuring and applying incentives pricing and award fee pricing arrangements.

Course objectives include:
- Understanding the basic principles and limitations for the use of fixed price and cost reimbursement contracts;
- Cost and performance risk in contract type selection;
- Selecting a contract type;
- Applying Economic Price Adjustments and;
- Knowing how to apply incentive and award fee compensation.

Course Format: 2 day Instructor-led classroom deliver

PROGRAM AND PROJECT MANAGEMENT TOPICS

ADVANCED CONCEPTS IN PROJECT MANAGEMENT

This course covers the concepts of project management at an advanced level of expertise, and expands upon best practices in project management from Federal agencies and the private sector. The course introduces a variety of advanced topics and includes a research project for participants to practice applying these concepts. In addition, participants will make formal presentations as part of the course to practice communications skills that are needed to make persuasive well-founded arguments to multiple stakeholders on projects. Stakeholders may include senior management, Congress and the public.

The course focuses on the following topics:

- Project Management Competencies;
- Quality Management;
- Technology Readiness Assessment;
- Project Definition Rating;
- Project Execution;
- Financial Management; and
- Lessons Learned.

Course Format: 3 day Instructor-led classroom delivery

BREAKING THE CODE: UNDERSTANDING PROJECT MANAGEMENT

The purpose of this course is to introduce participants to the basic principles and concepts of the discipline of project management. Participants will learn how mastery of these concepts can improve their performance on project teams. Participants will learn:

- Key definitions, terms, concepts and activities throughout the project management lifecycle;
- Project management techniques they can use to help them meet their project objectives;
- Key responsibilities and duties of members of a project management team;
- Key phases of a project management life cycle, including major activities and critical milestones; and
- The role baselines and performance-based objectives play in managing projects.

Course Format: 3 day Instructor-led classroom delivery

COST AND SCHEDULE ESTIMATION AND ANALYSIS

This course provides participants with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Participants receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design).

Course topics include:
- identifying cost and schedule estimates;
- Basic estimating methods;
- Group analysis techniques;
- Applying life-cycle costing technique;
- Validating estimates;
- Determining critical path schedule for a project;
- Crashing and fast-tracking methods; and
- Relationship between budget authorization (BA) and budget outlay (BO) schedules, project estimates, and the project funding profile.

Course Format: 5 day Instructor-led classroom delivery

EARNED VALUE MANAGEMENT SYSTEMS (EVMS)

This course addresses how to effectively apply EVMS approaches in project management. Participants learn about Earned Value Management (EVM) processes, how they are interrelated, and how they must be integrated to produce an effective EVM System. The course is designed to give participants a framework for applying EVMS approaches to project management and knowledge of the process sufficient to oversee contractor EVMS processes.

Some of the topics covered include strategies to:

- Plan project work;
- Monitor performance;
- Utilize work breakdown structures (WBS); and
- Collect and interpret earned value data.

Course Format: 3 day Instructor-led classroom delivery

FUNDAMENTALS OF FEDERAL PROGRAM PLANNING AND MANAGEMENT

This course covers the major responsibilities carried out by program managers within Federal agencies. It covers the following topics:

- Strategic planning, including the relationship to the federal budget process in the GPRA Modernization Act of 2010;
- 5-year planning, which is the basic of budget formulation;;
- Federal budgeting process;
- Annual operations planning, including rules on getting and obligating funds;
- Annual performance planning and reporting;
- Program evaluation;
- Programmatic stakeholder management;
- Programmatic risk management (e.g., portfolio management); and
- Project initiation (that is, answering the question "where do projects come from?").

Course Format: 4 day Instructor-led classroom delivery

LIFE CYCLE COST ESTIMATING

This course provides participants with instruction in life cycle cost estimation requirements and policies. Participants apply various techniques and formulae to construct a life cycle cost estimate analysis, and learn how to use life cycle cost estimating in program and project decision-making. This course addresses the topic of life cycle cost estimating from this decision analysis perspective, rather than from an estimate development perspective.

Topics include:
- A brief history of life cycle cost estimating, current laws, directives and policies;
- A refresher on the principles of time value of money;
- Rules for analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and
- A review of representative cost estimates to apply these skills.

Course Format: 2 day Instructor-led classroom delivery

PLANNING AND MANAGING PROJECT TEST AND EVALUATION

This course provides a general overview of the systems approach to Test and Evaluation (T&E). Through assessment of whether there is a difference between what was expected and what occurred, and the evaluation of the results, participants gain the knowledge they need for effective test measurement. Participants learn to define the types of testing, understand the importance of safety and security testing, and know what is required to develop and effectively manage a T&E plan, using a series of case studies to reinforce the T&E basic process and steps that are applicable to all projects.

Topics include:

- Fundamental basis of a T&E program;
- Component (unit) testing;
- Integration testing;
- Performance testing;
- Customer acceptance and operability testing;
- Safety & security testing;
- Systematic T&E planning; and
- Managing the T&E program.

Course Format: 2 day Instructor-led classroom delivery

PROJECT EXECUTION AND READINESS REVIEWS

This course focuses on the skills necessary to successfully manage engineering and design, construction, acceptance and transition, and project closeout. Participants learn how to organize, manage, and review project designs and documentation, and to oversee contractor performance during construction. Participants also learn the skills needed to identify potential problems and how to plan to avoid them. Participants are given extensive practice in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control.

Course Format: 3 day Instructor-led classroom delivery

PROJECT MANAGEMENT ESSENTIALS

In this course, participants learn about the primary concepts of project management and are introduced to best practices in project management from Federal agencies and the private sector. This introductory course focuses on four major aspects of project management:

- The Discipline of Project Management
- Project Planning
- Teambuilding and Effective Leadership
- Project Execution

Based off the Project Management Institute's Project Management Body of Knowledge (PMBOK® Guide) Fifth edition and J. Davidson Frame's, The New Project Management, 2nd Edition, students will gain an understanding of how to apply this knowledge to their current projects, and identify ways to incorporate best practices. Various Federal guides and manuals will be referenced throughout the course. The course is presented at an intermediate level of expertise similar to what would be expected of an accredited graduate level college course.

Course Format:

- 5 day instructor-led classroom delivery

  OR
- Series of 20 live webinars combined with self-paced learning and online collaborative group work over a period of 10 weeks

PROJECT RISK ANALYSIS AND MANAGEMENT

This course is designed to prepare Federal Program or Project Managers to:
- Determine project risks and develop risk management and mitigation strategies;
- Determine at which points in a project life cycle risk analyses should be performed;
- Evaluate potential risk probability and consequences;
- Determine risk factors;
- Select risk management or mitigation strategies; and
- Develop a risk management plan.

Participants also acquire the skills that enable them to assign risk responsibility between Federal agencies and contractors, determine appropriate project cost and schedule contingencies for identified risks, determine appropriate project management and controls tools to assist in managing identified risks, and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

Course Format: 3 day Instructor-led classroom delivery

REQUIREMENTS ANALYSIS AND DEVELOPMENT

This course teaches participants how to uncover, analyze, write, verify, and test project requirements. Taking a systems engineering view, participants learn to:

- List the defining characteristics of a sound project requirement;
- List the common sources of requirements;
- Apply requirements analysis tools such as interviewing, focus groups, document review, and use case analysis;
- Document requirements so that they clearly specify the project product;
- Verify that the documented requirements are complete and comprehensive;
- Write project requirements that are testable;
- Develop a requirements traceability matrix; and
- Develop a project test and evaluation plan with requirements as the foundation.

Course Format: 2 day Instructor-led classroom delivery

SCOPE MANAGEMENT BASELINE DEVELOPMENT

This course is designed to enhance a Program or Project Manager's ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle. The course emphasizes the development of the Work Breakdown Structure (WBS).

Topic areas include:

- Baseline development techniques;
- Identifying risk and constraints for requirements;
- Prioritizing requirements;
- Trade-off analysis;
- Iterative requirements management; and
- Scope change/configuration management.

Course Format: 3 day Instructor-led classroom delivery

STRATEGIC PLANNING

This course provides participants with an introduction to the skills needed to develop effective strategic plans for organizations, programs and projects, and techniques they can employ to make better strategic decisions. Participants review theories and techniques for improving productivity, as well as techniques for formulating and implementing a planning process. Participants are shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

Course Format: 3 day Instructor-led classroom delivery

SYSTEMS ENGINEERING

This course focuses on how implementation of the Systems Engineering (SE) process, from project initiation through the entire life cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance. This course demonstrates how the SE process is an interdependent (and iterative) approach to technical management, acquisition and supply, system design, product realization, and technical evaluation. The course describes how the SE process cascades through each level of the system, beginning at the top (the system level) and propagating through a series of steps, which eventually lead to a preferred system solution. This course describes in detail the purpose and value of each of the specific SE process steps. Step-by-step directions, along with exercises, help course participants determine when each step is complete.

Course Format: 3 day Instructor-led classroom delivery

UNDERSTANDING PROJECT MANAGEMENT AND PREPARING FOR THE PMP® EXAM

The purpose of this course is to prepare participants to pass the Project Management Institute's (PMI) Project Management Professional® (PMP®) certification examination. Ideal candidates are those project and program management professionals who are authorized to take the PMP® examination within four to twelve months from completion of this course. As part of the training, participants take two practice exams and receive feedback on their performance. Course materials include a PMP® exam preparation resource book. Instruction includes application of the concepts in a case study.

Advance Employee Intelligence, LLC is a Project Management Institute (PMI®) Registered Global Education Provider (R.E.P.) authorized to issue Professional Development Unit (PDU) credits for PMI. Course meets PMI requirements for 35 hours of required project management training to sit for the PMP® exam.

Course Format: 5 day Instructor-led classroom delivery

VALUE MANAGEMENT

Value Management (VM) provides participants with techniques for re-examining projects with a view to reducing total project costs. Designed for Federal and contractor personnel from Senior Managers to Project Directors and their extended teams, the course includes an overview of VE/VM concepts, principles, and definitions, and the various legal and regulatory drivers that now mandate its application. It also focuses on building skills and understanding for applying VE/VM practices, tools and techniques to improve project and program cost and schedule results, especially Return on Investment (ROI).

This course also teaches skills for organizing a VM effort, structuring a job plan, and analyzing the functions of systems, equipment, facilities and supplies to achieve the lowest life-cycle costs while maintaining the essential values of safety, performance, reliability, and quality. The course applies modern practices in the field of Value Engineering and Value Management (VE/VM) that emphasize good communications and effective leadership of the people involved.

Course Format: 3 day Instructor-led classroom deliver

SUPERVISION AND LEADERSHIP DEVELOPMENT TOPICS

CLEAR COMMUNICATION SKILLS FOR MANAGERS AND SUPERVISORS

Good communication skills are essential to be a successful manager. Yet, work is often hampered by ineffective or misleading information. Many managers do not even realize that their directions are unclear, insufficient, or easily misunderstood. This intensive workshop provides guidance on advanced-level communications skills specifically for those who manage and direct others. Participants will be provided with concrete skill-building tools, and will also learn strategies to enhance their oral and written communications. Participants will learn how to:

- Identify both positive and negative factors affecting good communication;
- Select the appropriate media to use in communicating messages; and
- Recognize how nonverbal behaviors affect the quality of communication.

Participants will also identify their own preferred communication style for giving direction to others and the implications of these preferences.

Course Format: 2 day Instructor-led classroom delivery

DELEGATION: DEVELOPING OTHERS THROUGH SHARED WORK

Effective delegation is one of the most powerful tools for leading and directing the work of others. When used appropriately, delegation allows managers to strategically allocate workload while providing challenging developmental assignments for their staff. Managers who effectively delegate not only distribute work more effectively, but also grow the self-confidence and sense of achievement in their staff. This workshop shows participants how to design delegation plans for their team. It covers some of the common myths and a misconception about delegating work to others and shows how good delegation is customized to the needs and abilities of individual employees. This course is appropriate for those who directly or indirectly manage others, especially those who provide direction and leadership to staff without direct reporting authority, such as team leaders or matrix managers.

Course Format: 1 day Instructor-led classroom delivery

DEVELOPING STRENGTHS-BASED LEADERSHIP

In this interactive workshop, participants identify their own talents and develop strategies to leverage team talents. This workshop is based upon Gallup's extensive research findings that indicate people who work from their strengths are happier, are more engaged in their work, and are more productive. Each participant will complete the Gallup StrengthFinder® assessment prior to the workshop. During the workshop, participants develop individual and team action plans and prepare to apply their strength-based leadership skills in their day- to-day working environment. Upon completing the workshop each participant receives the bestselling book *Strength-Based Leadership.* This facilitated workshop may also be used as a teambuilding opportunity with intact teams.

Course Format: 1 day Instructor-led classroom delivery

EVERYONE IS A LEADER: HOW TO DEMONSTRATE LEADERSHIP ATTRIBUTES FROM WHEREVER YOU ARE

In this course, participants explore how to apply leadership principles to their current role, regardless of their job title or job level. Participants learn to differentiate between leadership and management; learn effective followership characteristics; and learn how to identify leadership opportunities. The course helps participants think and work differently to become a more effective manager, influencer, relationship-builder, persuader, delegator, and advisor who can be trusted to move people and the agenda along. The course also examines interpersonal communication topics such as managing conflict, understanding emotional intelligence, and respecting diversity.

Course Format: 1 day Instructor-led classroom delivery

FACILITATING CONFLICT RESOLUTION

This course covers a variety of topics specific to resolving conflicts in the workplace. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. Participants take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal their preferred style of managing conflict, and learn the advantages and disadvantages of different styles. The course includes a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Course Format:

- 3 day Instructor-led classroom delivery

OR

- Series of 5 live webinars combined with a self-assessment, self-paced learning and online collaborative group work

IDENTIFYING AND CLOSING PERFORMANCE GAPS

An integral part of performance management is establishing accountability for individual and organizational performance at all levels, from individual employees to senior leaders. Employees are held accountable for results; and supervisors and managers are accountable for their guidance and direction of their work units. This course covers the work needed to support the mission and goals of the organization; inventorying the competencies and skills of the work unit to determine gaps; developing workable strategies for closing performance gaps; developing communication strategies for ensuring understanding of performance expectations and accountability; and, describing the organization infrastructure for supporting performance.

Course Format: 1 day Instructor-led classroom delivery

INTRODUCTION TO NAVIGATING THE FEDERAL HIRING PROCESS

This course provides new supervisors with an overview of the Federal hiring process, and an understanding of the goals of Federal hiring reform. In particular, the focus of the course is on the role and responsibilities supervisors have in the hiring process and tips for most effectively partnering with human resources specialists to hire the best candidates. In this introductory course, participants learn about the types of planning activities that they need to conduct to ensure effective recruitment actions, and the specific information that they need to provide to their human resources partners. They are introduced to the range of options that are available to hire new employees, including special hiring authorities. The course covers the following topics:

- The specific laws, regulations, and policies that apply to Federal hiring processes;
- How to create a position description; and
- The steps in conducting a job analysis which serves as a fundamental source of information required throughout the hiring process.

Together with *Supervisory Essentials: Strategies for Success,* these two courses satisfy the OPM 40-hour mandatory requirement for new supervisors.

Course Format: 1 day Instructor-led classroom delivery

IS SUPERVISION FOR YOU? – A SUPERVISOR'S JOB PREVIEW

This course is designed to introduce participants to the roles and responsibilities of a supervisor to help them determine if supervision is an appropriate career path. During the course of the day, participants examine what makes a good supervisor, some common myths about the position, key challenges to being an effective supervisor, and a description of the explicit roles and responsibilities. Discussions as well as group and individual exercises throughout the day reinforce learning and help participants in the decision to pursue a supervisory role.

Course Format: 1 day Instructor-led classroom delivery

LABOR MANAGEMENT RELATIONS

This course provides participants with a basic overview of labor management relations. Participants learn about labor laws and regulations, implementing bargaining practices, and specific methods for resolving disputes. Additionally, the course discusses techniques for working with unions and unionized employees, and presents guidance on contract interpretation.

Course Format: 3 day Instructor-led classroom delivery

LEADERSHIP SKILLS FOR NON-SUPERVISORS

Federal employees who aspire to become managers and supervisors in the future may not have received the leadership training necessary to prepare them for a promotion. It is important to groom high-potential employees for positions of leadership by training them early. To facilitate good succession planning, this course helps future managers and supervisors gain the skills they will need for effective decision making, communication, delegation, and leadership behaviors.

The course includes the following topics:

- Skills, techniques and behaviors of being a good leader;
- How good leaders take responsibility for their actions;
- How to lead by positive example;
- How to make faster, smarter decisions;
- How to use questioning skills to become a more effective communicator; and
- How to delegate effectively.

Course Format: 2 day Instructor-led classroom delivery

LEADERSHIP THROUGH EFFECTIVE COMMUNICATION

This course is a highly interactive session focused on developing powerful communication skills to lead people and manage projects. The course emphasizes personal communications preferences and the impacts of these preferences on others, and provides tips and techniques for maximizing effectiveness in leading project teams. Skills-based lessons include the use of different communications styles, and techniques for managing conflict, giving and receiving feedback, and decision-making. The course provides a practical and effective toolkit for communicating in a project-focused environment, and a resource list for continuous learning.

Course Format: 3 day Instructor-led classroom delivery

LEADING BY COACHING: DEVELOPING AND ENHANCING PERFORMANCE THROUGH COACHING TECHNIQUES

Leaders use coaching conversations to motivate and support employees to achieve their full potential. In this experiential workshop, participants learn how to apply techniques used by professional coaches to develop and practice the skills required to successfully coach others. Participants will review best practices to productively resolve conflicts, explore techniques to effectively coach across a geographical distance, and develop coaching plans for each of their employees to motivate and engage them to reach their full potential. Participants gain tools and skills to engage in productive conversations in a variety of work settings, even when those conversations might be difficult.

This class will help participants to:

- Turn mid-year and annual performance appraisals into opportunities for real, measurable improvement;
- Open the way for continuous dialogue about progress and performance;
- Address effectively the root causes of performance issues;
- Focus on critical behaviors that transform performance;
- Generate ownership of, and accountability for, career development plans; and
- Encourage employees to think through their own solutions.

Course Format: 2 day Instructor-led classroom delivery

MANAGING UP, DOWN AND ACROSS TO GET RESULTS

The bottom line for all organizations is to get results, achieve the mission, and work effectively toward the vision set by top management. This course shows those in the middle of the management ladder how to develop the skills to achieve all of these goals. The course helps participants think and work differently to become a more effective manager, influencer, relationship-builder, persuader, delegator, and advisor. This course's highly participatory class on managing from the middle lays the groundwork for being more effective and workshops the skills required to get better results from project teams, leadership, and subordinates.

Course Format: 2 day Instructor-led classroom delivery

LEADING TEAMS AND PROJECTS

This course assists participants in defining, managing, and executing leadership responsibilities when they serve as Team or Project leads. Whether officially named Team Leader or positioned in the role unofficially, participants learn key traits and actions that lead to successful leadership through experiential exercises and group practice.

Topics that are discussed include:

- Personal leadership styles and their impacts on team performance;
- How and when to apply different management and leadership styles based on the attributes of the team members;
- Effective communications and facilitation techniques to handle team challenges; and
- Motivation techniques.

Participants use an assessment tool to examine their own approaches to projects and teams. Participants also are introduced to strategies for leading change initiatives within their teams.

Course Format: 2 day Instructor-led classroom delivery

MANAGING CHANGE AND TRANSITION

The speed of research and development, information sharing and knowledge management requires that organizations keep in constant motion, changing processes and people almost incessantly. Rather than focus on "managing" change, this workshop shows participants how to harness the energy and excitement of the new to accelerate achievement and results. This course helps participants increase their capacity to assess the outcomes of proposed changes, build organizational support, develop plans to manage transitions, and assess the effectiveness of both transition and change. It is designed to encourage best practice leadership behaviors and addresses in multiple lessons the

Executive Core Qualifications (ECQs) of leading change, results driven, business acumen, building coalitions, and fundamental competencies.

 Course topics include:

- Fundamentals of change and transition;
- Validating the need for change and building the business case;
- Planning the transition and developing the action plan;
- Implementing and monitoring transition activities; and
- Assessing the success of change and transition.

The majority of the class time is spent in discussion, reflection, hands-on, and action-learning activities to help leaders envision, market, and implement changes and assume ownership and implement changes designed by others.

Course Format: 3 day Instructor-led classroom delivery

MANAGING VIRTUAL TEAMS

In today's work environment, it is very uncommon for an entire business unit or project team to be located in the same place. And even if an entire team is located in the same location, more and more employees take advantage of workforce flexibilities such as telecommuting and alternative work schedules. This course is designed to provide supervisors with skills and techniques for leading and managing teams in this new virtual operating environment.

Participants discuss key challenges to leading and managing virtual teams, including communications, networking, technology, and management challenges, and examine their own personal biases and underlying personal fears and concerns. Participants learn techniques for:

- Setting clear expectations and managing remote staff effectively;
- Collaborating in a virtual environment; and
- Communicating effectively with supervisors, employees, and customers.

This course, based on leading research findings, is highly interactive with group work and discussions. It also includes exercises designed to simulate working in a virtual environment.

Course Format: 1 day Instructor-led classroom delivery

NEGOTIATION STRATEGIES AND TECHNIQUES

In this course, participants learn about collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, and effectively communicating during negotiations. Through reading assignments from Harvard Law School's prestigious Program on Negotiation and mini case studies, participants are introduced to methods to improve their performance in negotiating agreements. Participants then practice using learned strategies during the course.

 Course Format:

- 3 day Instructor-led classroom delivery
                          OR
- Series of live 6 webinars combined with self-paced learning and online collaborative group work

PERFORMANCE MANAGEMENT CHECK-IN FOR SENIOR MANAGERS AND EXECUTIVES

Performance goals and measures are an effective way to communicate the organization's priorities, deploy resources, delegate authority, and define accountability to ensure the mission is met. This course is designed to equip senior leaders with techniques to apply performance management as a key driver toward building and sustaining high performance within their organizations. Research demonstrates that communicating priorities and goals stimulates employee engagement and builds momentum toward higher performance.

This course covers:

- Strategically applying the fundamentals of performance management to build a more effective leadership team;
- Setting the standards for performance management throughout the immediate organization;
- Identifying the attributes of effective performance planning;
- Providing effective feedback, and
- Describing and modeling the behaviors in an organization.

Course Format: 1 day Instructor-led classroom delivery

PERFORMANCE MANAGEMENT FOR SUPERVISORS

This course is designed to equip managers, supervisors, and team leaders with key concepts, sound practices, and practical tools and techniques for managing the performance of their employees. Supervisors must expand and grow employee skills, and help prepare themselves and their employees to meet the mission and goals of the organization. Performance Management is a key factor in creating a capable and adaptable workforce. Using exercises and discussion, the course covers the phases of performance management process: Planning, Monitoring, Developing, Rating, and Rewarding. Participants practice setting expectations and providing effective feedback.

Course Format: 1 day Instructor-led classroom delivery

SERVANT LEADERSHIP

Servant leadership is a practical philosophy developed by Robert Greenleaf, which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. Servant leaders may or may not hold formal leadership positions. Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment. This course fosters examination of organizational values and gives participants a chance to practice the principles of Servant Leadership. Participants also examine and discuss the concept of good followership.

Course Format: 2 day Instructor-led classroom delivery

SUCCESSFUL MENTORING SKILLS

Successful mentoring programs encourage relationships that support the learning and development of targeted employee populations. Mentoring is an important component of an effective succession strategy. Effective mentoring requires commitment and the development of a specific skill set. This course provides the skills necessary to mentor effectively so as to produce rapid improvement and lasting results. Some of these skills include: creating an effective protégé/mentor relationship, managing expectations, evaluating strengths and weaknesses, and providing reinforcement or corrective feedback for positive development.

Course Format: 2 day Instructor-led classroom delivery

SUPERVISORY ESSENTIALS: STRATEGIES FOR SUCCESS

This course is designed to assist new first-line supervisors develop the competencies they need to achieve their primary responsibilities of meeting the goals of their units through the work of their employees and ensuring that the work of their employees is of the highest possible quality. The course can also serve as a refresher for experienced supervisors and managers. This course helps participants acquire skills that enable them to develop strategies for addressing the challenges of making the transition from employee to supervisor/manager. Participants examine leadership practices; practice the stages of team development; and identify ways for building trust and cooperation on teams.

This course include lessons on leave and attendance policy, conduct and performance management, EEO, diversity and inclusion, labor relations, conflict resolution, communications, active listening skills, giving effective feedback, conducting performance appraisals and other HR policies.

Together with *Introduction to Navigating the Federal Hiring Process,* these two courses satisfy the OPM-required 40-hour training requirement for new supervisors.

Course Format: 4 day Instructor-led classroom delivery

TECHNIQUES FOR MANAGING THE MULTI-GENERATIONAL MIX

This course sets the foundation for a clearer understanding of the characteristics of the four generational groups currently represented in the workplace and how managers can take advantage of their differences to improve organizational performance. Participants learn do's and don'ts of working with each group, examine common assumptions groups have about each other, and how to enhance communication to best leverage the strengths of each group.

Course Format: 2 day Instructor-led classroom delivery

OUTSTANDING CUSTOMER SERVICE

In this interactive course, participants learn how to improve their customer service skills to build stronger and more effective relationships with customers, and to improve their overall individual and organizational effectiveness. Participants learn how to identify customers and their needs, and learn the fundamental attributes of strong customer service skills. The course uses a series of mini case studies and individual assessments to help participants focus on the steps they need to take to provide exceptional customer service. Participants receive a set of practical tips and techniques that they can apply immediately to their current projects.

Course Format: 2 day Instructor-led classroom delivery

UNDERSTANDING, RECOGNIZING AND VALUING DIVERSITY

This comprehensive workshop broadens participants' understanding of diversity and diversity-related issues in the workplace. Emphasis is given to analysis of changing demographics and implications for meeting organizational goals and priorities in the future. More specific emphasis is given to cultivating a deeper and more profound appreciation for individual and group differences in order to facilitate optimum levels of interaction and performance in the work environment. Participants are both exposed to and engage in numerous activities to help them recognize, value, and manage diversity in the workplace.

Course Format: 2 day Instructor-led classroom delivery

USING CONSULTING SKILLS TO IMPROVE INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE

The objective of this course is to provide participants with the skills needed to enable them to think and act like a consultant in order to improve their individual and organizational performance. Participants will first be introduced to the basic principles of being a consultant and the value they can bring to their organization through this role. Participants will learn the components of the consulting process, and gain practical consulting tools and approaches that they can apply to their job functions. The course is highly interactive and will include a self-assessment and exercises to allow them to apply the consulting tools and techniques to help them resolve issues they are facing. The course will also give participants some business problem solving techniques that get to root causes.

Course Format: 2 day Instructor-led classroom delivery

Personal Development Topics

BALANCE, EFFECTIVENESS, AND PROFESSIONALISM

Balance is a state of dynamic equilibrium; it promotes effectiveness and professionalism. Balance has multiple components, which make up an ever-changing basis of balance. This class begins with a look at the emotional, family, financial, fitness, health, intellectual, nutritional, professional, life purpose, social, spiritual, and stress aspects of balance. The course teaches techniques for maintaining balance, dealing with stress, and staying on track to achieve the balance participants want in life.

Course Format: 2 day Instructor-led classroom delivery

COMMUNICATIONS SKILLS IN A CULTURALLY DIVERSE WORKPLACE

This workshop provides participants with tools to improve their interpersonal communication skills in a culturally diverse workplace. Through the use of video, short films, case studies, and role-playing, participants explore different kinds of communication strategies to interact more effectively with others in the work environment. They also gain insight into different communication styles and rituals and the implications for development of interpersonal and intercultural skills in the workplace. Typical communication scenarios in the workplace are discussed throughout the course.

Course Format: 2 day Instructor-led classroom delivery

WRITING PERFORMANCE OBJECTIVES

This course provides the opportunity for supervisors and managers to write performance objectives or performance standards based on the department's performance management system. The course covers the benefits of setting expectations, aligning with organization mission, goals and objectives, writing clear performance expectations based on the SMART model, communicating expectations to employees, and holding themselves and employees accountable.

Course Format: 2 day Instructor-led classroom delivery

CREATIVE PROBLEM SOLVING

This course consists of highly interactive learning focused on real-world problem solving. Active learning will take place through simulations that connect content to participants' world of work. Some of the topics covered include: unlocking mental blocks, creating safe environments for questions, applying systems thinking, solutions testing, and clarifying organizational values. This course is customized to meet the unique challenges of the participants.

Course Format: 2 day Instructor-led classroom delivery

CRITICAL THINKING SKILLS

Accelerated change, constant reorganization, and down-sizing are trends that place new demands on our ability to quickly judge and to make decisions. This course consists of highly interactive learning focused on the real-world skill of critical thinking. Critical thinking skills are focused on the organizational and individual challenges of the participants' professional world. One of the elements of critical thinking is that "one size fits all" does not work. This course covers topics such as: measuring risk, applying systems thinking, and consensus building. All participants will be provided with a bibliography that includes works by Roger von Oech, Peter Senge, Margaret Wheatley, and other leaders in critical thinking and innovation.

Course Format: 2 day Instructor-led classroom delivery

CSRS RETIREMENT SEMINAR

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. This course emphasizes advanced pre-retirement planning rather than specific retirement benefits. This seminar covers CSRS benefits, estate planning, financial planning, tax and legal issues, health considerations, social security benefits and Medicare, life after retirement and other retirement benefits such as health benefits, life insurance, and the Thrift Savings Plan.

Course Format: 3 day Instructor-led classroom delivery

EFFECTIVE BUSINESS WRITING

Based on the Executive secretariat Style Guide, the Federal Acquisition Regulation, and the Plain Language Initiative, this highly interactive and exercise-based course is designed to help Federal employees write more efficiently and effectively. Participants will learn to:

- Define the purpose of their writing;
- Define their target audience;
- Identify their audience's preferred styles; and
- Adjust their writing to match their audience.

Participants learn the steps of the writing process to improve the impact of their business correspondence, including emails, project summary reports, solicitations, resumes and other documents that support business decisions, budget requests, and personal careers. Participants will also learn the three key steps for ensuring exceptional quality through revision, editing and proofreading.

Course Format: 2 day Instructor-led classroom delivery

EMOTIONAL INTELLIGENCE: EXPANDING YOUR EMOTIONAL QUOTIENT

Emotional intelligence is knowledge of emotions and having the ability to sense, understand, and apply the power of emotions as a source of energy, information, and influence. This course focuses on knowing and understanding one's own emotional quotient (EQ) and learning how to increase it. Participants learn how EQ affects interpersonal relationships and decision making, and learn ways to improve their interpersonal relationship, become a better listener and leader and increase confidence and self-esteem. The training is based on the work of Daniel Goleman, and it focuses on the skills of listening, self-awareness, understanding, decision-making, and leadership.

Course Format: 2 day Instructor-led classroom delivery

ETHICS AND DECISION MAKING

Ethics policies and procedures apply to all employees, so everyone needs to be conversant with the applicable regulations. This course presents the nature, sources, requirements of ethics provisions, and consequences for failure to comply in an informative, interesting, and relevant manner. The class

focuses on understanding ethics-based concepts and systems, rights and responsibilities, individual compliance with ethics policies and procedures, and how to make ethical decisions. The approach is interactive and encourages questions.

Course Format: 2 day Instructor-led classroom delivery

FACILITATION SKILLS

This course is designed to prepare participants to facilitate meetings and group processes in a number of government settings, including: internal organizational meetings; cross-organizational meetings; and multi-stakeholder and public meetings. Roughly 50 percent of the class time is spent in exercises and discussions following up on exercises. All of the participants have an opportunity to be videotaped facilitating a mock meeting. Key topics include developing agendas for meeting and programs (multi-meeting engagements); creating ground rules for running effective meetings; managing difficult participants; and using voting models in meetings. The course presents techniques for focusing discussions and building consensus, facilitating brainstorming sessions, and running focus groups.

Course Format: 3 day Instructor-led classroom delivery

FERS RETIREMENT SEMINAR

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. The course emphasizes advanced pre-retirement planning rather than specific retirement benefits. Topics covered by this course are FERS benefits, estate planning, financial planning, tax and legal issues, health and fitness or health considerations, social security benefits and Medicare, life after retirement and other retirement benefits such as health benefits, life insurance, and the Thrift Savings Plan.

Course Format: 2 day Instructor-led classroom delivery

MAKING MEETINGS WORK FOR TIME-CRUNCHED EXECUTIVES

A recent survey of 38,000 workers worldwide found that workers consider ineffective meetings the primary "productivity pitfall" across every type of organization. In fact, employees spend an average of 5.6 hours per week in meetings, and 69 percent of that time is deemed to be ineffective. This course helps participants change the way they conduct meetings by teaching techniques for running and participating in meetings.

Course Format: 2 day Instructor-led classroom delivery

PERSUASIVE LEGAL WRITING AND REASONING

This writing course has been designed specifically for attorneys, paralegal staff, and legal resource analysts who wish to accelerate their writing and improve its effectiveness. From the outset participants are engaged with easy-to-apply writing techniques designed to strengthen the clarity and persuasiveness of briefs, memoranda, correspondence, regulations, and other writing. Attorneys who

complete this program earn CLE credits, and the program can be customized to meet the agency's specific objectives or to address any legal specialization. The writing method presented in this course was developed from fifteen years of working with the most successful and demanding professional firms, Federal agencies, and Fortune 500 Corporations, and bar associations.

Course Format: 2 day Instructor-led classroom delivery

UNDERSTANDING BENCHMARKING

Benchmarking provides a comparative analysis of an organization's activities to "Best Practices" in world class organizations. This program covers the fundamentals of benchmarking practice, including the Five W's – who, what, when, where and why, and the how-to. It is designed to tailor discussions and exercises directly to Federal organizations and trains participants in the terminology, techniques, approaches, and issues related to successful benchmarking projects.

Course Format: 2 day Instructor-led classroom delivery

STRESS MANAGEMENT FOR EFFECTIVE, SATISFIED EMPLOYEES

Stress is our individual response to situations and circumstances. By learning techniques for managing stress, participants become more productive and the organization benefits with higher productivity, lower absenteeism and attrition, and higher morale. Understanding why we act and react the way we do offer us the opportunity to change. This course focuses on awareness and new

perspectives. Participants learn how we internally "manufacture" stress and how to maximize the benefits of stress while minimizing its negative impact.

Course Format: 2 day Instructor-led classroom delivery

PLATFORM SKILLS – MORE THAN JUST PUBLIC SPEAKING

Verbal skills sometimes thought of as 'platform' skills play a key role in how leaders, managers and technical experts are able to convey themselves effectively. This course teaches participants to express complex ideas and concepts in language and terms that are understandable by people who come from diverse backgrounds. Having polished communications skills, both verbal and written becomes increasingly important as persons advance their careers to higher levels in their organizations; this course allows participants of all career levels to practice platform skills and receive instructor and peer feedback for improving their effectiveness.

Course Format: 1 day Instructor-led classroom delivery

PREPARING FOR LIFE AFTER RETIREMENT

This practical, dynamic program helps participants identify goals, objectives, and next steps toward a new lifestyle. This course complements the FERS and CSRS pre-retirement seminars by helping those who are about to make what is arguably their biggest career move transition seamlessly into a new lifestyle filled with possibilities and opportunities. Participants learn goal setting, planning non-financial aspects of retirement, and managing time and interests.

Course Format: 2 day Instructor-led classroom delivery

PRESENTATION SKILLS

This course helps participants learn how to effectively design, develop, and deliver high-impact presentations. The first half-day is an overview of the elements necessary to deliver a winning presentation, including how to use various communications styles, how to use audio-visual aids effectively, and other techniques. The course also presents the most common mistakes presenters make, strategies for addressing anxiety about public speaking, and strategies for engaging audiences. The remainder of the course is dedicated to practicing these skills. Participants design and deliver a five- minute presentation. All participants are videotaped, critiqued and then given the opportunity to perform their presentation again. During the presentation, participants focus on minimizing their weaknesses and enhancing their strengths.

Course Format: 2 day Instructor-led classroom deliver