



# **Project Management & Federal Acquisition Institute**

# **Certification and Training Courses**

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## On-Site Training

*Are you looking for a company that can train your staff at your location? Do you need custom classes designed specifically for your employees' needs?* On-site training brings The Training Institute of Washington, DC, courses to your location.

On-site training is a cost-effective way to make sure your people get the training they need in a focused and tailored way. All of your participants come away with a consistent message, equipped with skills, and concepts they need to improve their performance.

You may offer our standard courses or you can have our project managers work with you to recommend and develop a custom program - from one course to an entire curriculum. Often, we can combine existing courses and course modules to create a customized presentation that costs little to develop and provides the benefits that make the difference in organizational learning.

All of our training emphasizes both technical and behavioral components, balanced to suit your needs.

### Organizational Benefits

- Lower per Trainee Cost
- Business Issue Confidentiality
- Scheduling and Flexibility
- Security, Privacy, and Confidentiality of Your Data
- Promotion of Teamwork
- Visible Investment in Staff
- Exceptional Convenience

### Tailored Course Content

Receive tailored presentations to fit your organization's objectives and the knowledge base of your attendees. Train in a familiar environment, allowing you to spend your money on training, rather than travel. We have the experience and resources to ensure the highest quality training.

To find out more about how our Corporate On-Site Training can benefit your organization, please contact a local sales representative at (202) 797-9099, or email us at [OnSiteSales@traindc.com](mailto:OnSiteSales@traindc.com).

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## Custom Course Development and Training

The Training Institute of Washington, DC offers a wide variety of products and services to support organizations' unique request. These products and services can be customized to fit the specific needs of our clients'.

Using our methodology we can analyze your situation, develop plans for your rollout, develop your learning curriculum, provide instructors and educational consultants, license your products, market the rollout to the end-user community, and manage the end-user rollout portion of your project.

The Training Institute of Washington, DC's custom offerings are appropriate for upgrades to standard desktop applications such as Microsoft Office as well as more sophisticated Sales Force Automation, Customer Resource Management, Executive Training and proprietary rollouts.

### Services

#### Custom Courseware and Curriculum Design Services

When analysis reveals that customized learning materials are needed to close any performance gaps, we utilize our methodology to build engaging, instructionally sound, user-oriented learning experiences for you.

#### Program and Project Management Services

Allowing us to handle some or all of the regular management of training activities will provide a cost effective approach to training management and allows you to level out internal staffing. Some of the major activities that we can provide include the following:

- **Event Registration**
- **Classroom Management**
- **Program Design**
- **Marketing Plan Implementation**
- **Instructor Scheduling**
- **Project Management Services**

#### Needs Assessment

Performance problems are complex. To resolve them, we work with you to identify the business goals you are trying to achieve and link job performance to business results. We rapidly and effectively conduct needs assessment and clearly articulate both training and non-training needs.

#### Training Evaluation Services

To help guarantee that your organizational learning is maximized and you are getting a return on your training dollar, it is critical that you know the value of each training solution to ensure that it is contributing to your business goals. Using our evaluation process we help you build effective evaluation instruments and assess the effectiveness of your training.

#### Software Migration and Train-the-Trainer Services

When the internal effort to support the training for a large, complex software migration puts strain on company resources, we can provide cost effective solutions that will help you achieve stated goals and objectives - without sacrificing quality

### Additional Services

To find out how our products and services can benefit your organization, please contact a local sales representative at (202) 797-9099, or email us at [customsales@traindc.com](mailto:customsales@traindc.com).

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**31% of all projects are canceled before completion.**

**88% of all projects are over schedule, over budget, or both.**

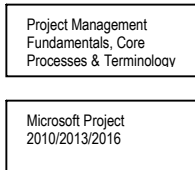
**Average project cost overrun is 189% of original estimates.**

**Average time overrun is 222% of original estimates.**

# Project Management Training Tracks

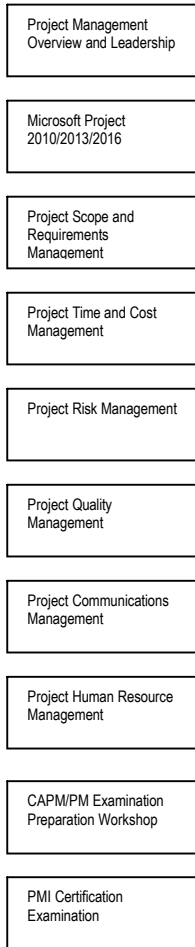
## Basic Project Management Training Path for Every Organization

Recommend path for all Individuals in an organization that may participate on project teams, interact with project teams as stakeholders, or input data into project plans.



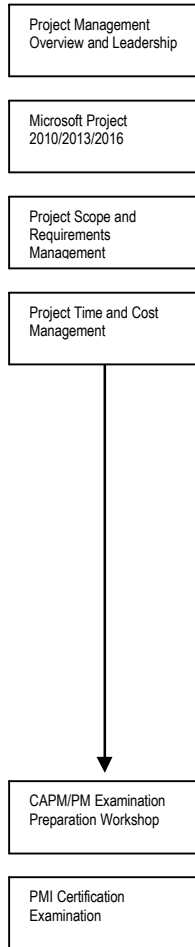
## Full Project Management Certification Training Path

Recommended path for individuals with little or no project management experience that desire/require PMI Certification for job function.



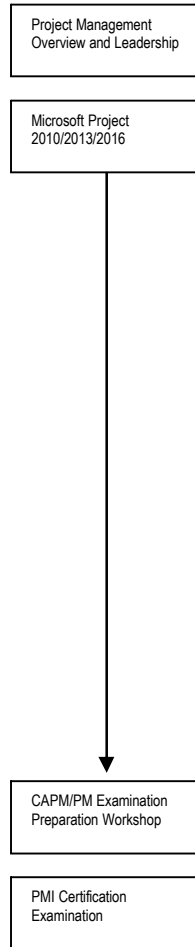
## Certification Training Path for Intermediate Project Managers

Recommended path for individuals with a moderate level of project management experience and training, that desire/required to be PMI Certified for job function.



## Certification Training Path for Experienced Project Managers

Recommended path for individuals with an extensive amount of project management training, and experience.



# Project Management Overview and Leadership

5 Days

## Course Description

Project Management Overview and Leadership is an introductory class to the Project Management discipline. It provides the theory and core methodology needed to manage projects or participate on project teams as well as leadership as it pertains to Project Management. This course is intended for project managers, team leaders and regular staff members who need a good foundation for further study in Project Management or who plan on participating on project teams in the future. Students will also learn how to use project management techniques to plan, organize, control, document, and close out their projects successfully and with minimum risk. This course will also focus on conceptual underpinnings students must know in order to use any project management software application effectively.

## Course Objectives

Upon completion of this course, students will be able to:

- Define a project, program, and project management and its processes.
- Determine effective ways of integrating project management and general business management in an organization.
- Determine ways to effectively integrate a project across an entire enterprise to reduce the impact of change.
- Determine how ethics, integrity, and objectivity affect project management.
- Discuss ways of effectively communicating throughout the Project Lifecycle.
- Determine stakeholders and how they affect the project.
- Describe the Project Management Lifecycle and develop a basic project plan.
- Define leadership and how vision impacts a project.
- List key qualities of a leader.
- Form an effective project team.
- Recognize one's own work behavior style and quickly read other people's styles.
- Identify how to mesh divergent styles together to achieve project success.

## COURSE OUTLINE

### Lesson 1: What Is A Project?

- Project Characteristics
- Projects vs. Operational Work
- Projects and Strategic Planning

### Lesson 2: What Is Project Management?

### Lesson 3: The PMBOK Guide Structure

- The Project Management Framework
- The Standard for Project Management of a Project
- The Project Management Knowledge Areas

### Lesson 4: Areas of Expertise

### Lesson 5: Application Area Knowledge, Standards, and Regulations

### Lesson 6: Understanding the Project Environment

- Cultural and Social Environment
- International and Political Environment
- Physical Environment

### Lesson 7: General Management Knowledge and Skills

- Financial Management and Accounting
- Purchasing and Procurement
- Sales and Marketing
- Contracts and Commercial Law
- Manufacturing and Distribution
- Logistics and Supply Chain
- Strategic Planning, Tactical Planning, and Operational Planning

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- Organizational Structures, Organizational Behavior, Personnel Administration,
- Compensation, Benefits, and Career Paths
- Health and Safety Practices
- Information Technology

### **Lesson 8: Interpersonal Skills**

- Effective Communication
- Influencing the Organization
- Leadership
- Motivation
- Negotiation and Conflict Management
- Problem Solving

### **Lesson 9: Project Management Context**

- Programs and Program Management
- Portfolios and Portfolio Management
- Subprojects
- Project Management Office

### **Lesson 10: Project Lifecycle and Organization**

- The Project Lifecycle
- Project Stakeholders
- Organizational Influences

### **Lesson 11: Project Management Process for a Project**

- Project Management Process Groups
- Initiating Process Group
- Develop Preliminary Project Scope Statement
- Planning Process Group
- Develop Project Management Plan
- Scope Planning
- Scope Definition
- Create Work Breakdown Structure (WBS)
- Activity Definition
- Activity Sequencing
- Activity Resource Estimating
- Activity Duration Estimating
- Schedule Development
- Cost Estimating
- Cost Budgeting
- Quality Planning
- Human Resource Planning
- Communications Planning
- Risk Management Planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis

- Risk Response Planning
- Plan Purchases and Acquisitions
- Plan Contracting
- Executing Process Group
- Direct and Manage Project Execution
- Perform Quality Assurance
- Acquire Project Team
- Develop Project Team
- Information Distribution
- Request Seller Responses
- Select Sellers
- Monitoring and Controlling Process Group
- Monitor and Control Project Work
- Integrated Change Control
- Scope Verification
- Scope Control
- Schedule Control
- Cost Control
- Perform Quality Control
- Manage the Project Team
- Performance Reporting
- Manage Stakeholders
- Risk Monitoring and Control
- Contract Administration
- Closing Process Group
- Close Project
- Contract Closure
- Process Interactions
- Project Management Process Mapping

### **Lesson 12: Project Leadership**

- What is Leadership?
- Setting the Stage
- Leadership Defined
- Manager vs. Leader
- The Leadership Journey
- Keys to Developing Leadership Qualities
- Key Qualities of Leadership
- Vision
- Character
- Integrity
- Positive Attitude
- Love People
- Set Goals
- Takes Risks
- Motivates
- A Great Communicator
- Gives Constructive Feedback
- Developing a Leadership Factor

# Project Management Fundamentals, Core Processes, and Terminology

5 Days

## Course Description

This class will teach students all about Project Management Fundamentals, Core Processes, and Terminology.

## Course Objectives

Upon completion of this course, students will be able to:

- Understand and use PMI's project management methodology.
- Build a vocabulary of PM terms and terminology.
- Use PMI's process to create an integrated project plan.
- Describe and discuss common PM tools and processes.
- Introduce the PMBOK as an information source.

## Prerequisites

There are no prerequisites for this course.

## COURSE OUTLINE

**Lesson 1: Project Management Vocabulary**

**Lesson 2: PMI and the PMBOK**

**Lesson 3: The Five Process Groups**

**Lesson 4: Decomposing the Process Groups**

**Lesson 5: Examining the Initiating Process Group**

**Lesson 6: Examining the Planning Process Group**

**Lesson 7: Examining the Executing Process Group**

**Lesson 8: Examining the Controlling Process Group**

**Lesson 9: Examining the Closing Process Group**

**Lesson 10: Initiating a Project Plan**

**Lesson 11: Defining Project Scope**

**Lesson 12: Quantifying Time and Cost**

**Lesson 13: Risk Management and Schedule Planning**

**Lesson 14: Budget Development**

**Lesson 15: Why Projects Succeed and Fail**

# Microsoft Project 2010/2013/2016

2 Days

## Course Description

This two-day course is designed for individuals who will use Microsoft Project 2010/2013/2016 as a tool to assist them in managing projects. The topics in this course cover the critical skills necessary to create and modify a project plan file that contains tasks, resources, and resource assignments. Students will then build upon these skills and work with a project plan once it has entered the project implementation phase. Students who have an understanding of project management concepts, are responsible for creating and modifying project plans, and need a tool to manage those project plans will benefit from this course.

## Course Objectives

Upon completion of this course, students will be able to:

- Create a project plan file containing tasks.
- Organize tasks in a work breakdown structure containing task relationships.
- Create and assign resources.
- Finalize the project in order to implement the project plan.
- Exchange project plan data with other applications.
- Update a project plan.
- Create custom reports.
- Re-use existing project plan information.
- Collaborate on a project plan with others.

## Prerequisites

Students enrolling in this class should have an understanding of project management concepts and knowledge of Windows. A basic knowledge of Microsoft Word and Excel is helpful but not required.

## COURSE OUTLINE:

**Lesson 1: Introduction to Project Management**

**Lesson 2: Starting a Project**

**Lesson 3: Outlining and Task Relationships**

**Lesson 4: Adding and Assigning Resources**

**Lesson 5: Analyzing the Project**

**Lesson 6: Displaying Project Data**

**Lesson 7: Sorting and Filtering Data**

**Lesson 8: Setting the Plan**

**Lesson 9: Tracking Project Progress**

**Lesson 10: Adjusting the Schedule**

**Lesson 11: Adjusting Resource Schedules**

**Lesson 12: Customizing the Microsoft Project Environment**

**Lesson 13: Working With Data in Other Applications**

**Lesson 14: Working With Resource Pools and Consolidated Projects**

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# Project Scope and Requirements Management

2 Days

## Course Description

This course will enable participants to effectively manage the scope and requirements of a project. As part of the Triple Constraints, Scope is often the most challenging part of the constraints to manage. In this class the participants will participate in group exercises that will enable them to learn the skills needed to properly manage the Scope of a project.

## Course Objectives

Upon completion of this course, students will be able to:

- Determine the Business Need that is driving a project.
- Define project vs. product scope and determine how a project integrates with the overall operations of an organization.
- Define the Inputs, Tools and Techniques, and Outputs of proper Scope Management and identify appropriate quality requirements.
- List the proper techniques and tools to effectively define the Scope of a project and determine macro risks.
- Determine ways of dealing with the change.
- Describe how to create a Work Breakdown Structure.
- Determine how to properly verify Scope.
- Determine how to control the Scope of a project during the Execution Phase of the project.

## Prerequisites

Students should have taken the Project Management Overview course.

## COURSE OUTLINE

**Lesson 1: Project Scope Management**

**Lesson 2: Project Scope vs Product Scope**

**Lesson 3: Scope Planning**

**Lesson 4: Scope Definition**

**Lesson 5: Create WBS**

**Lesson 6: Scope Verification**

**Lesson 7: Scope Control**

# Project Time and Cost Management

2 Days

## Course Description

The goal of this workshop course is to develop skills required to effectively manage the schedule and budget of a project. As part of the Triple Constraints, the schedule and budget of a project (and the management thereof) are Key Performance Indicators regarding the success of any project. This course will enable the participants to hone the skills necessary to effectively manage the schedule and budget of a project. Sometimes referred to as Earned Value Management, this course is appropriate for all managers, team leaders, and others who work with project teams.

## Course Objectives

Upon completion of this course, students will be able to:

- Determine how to effectively define activities.
- Determine ways to effectively sequence activities.
- Determine how to effectively estimate resource requirements and estimate durations.
- Develop an effective schedule.
- Effectively utilize schedule controls to keep their projects on schedule.
- Effectively 'Crash' and 'Fast Track' their projects to meet time and cost requirements.
- Determine how to estimate costs.
- Determine how to effectively budget for project costs.
- Effectively control the costs of a project.
- Influence future project activities to meet project goals.

## Prerequisites

Students should have taken the Project Management Overview and Project Scope and Requirements Management courses.

## COURSE OUTLINE

- Lesson 1: Project Time Management
- Lesson 2: Activity Definition
- Lesson 3: Activity Sequencing
- Lesson 4: Activity Resource Estimating
- Lesson 5: Activity Duration Estimating
- Lesson 6: Schedule Development
- Lesson 7: Schedule Control
- Lesson 8: Project Cost Management
- Lesson 9: Cost Estimating
- Lesson 10: Cost Budgeting
- Lesson 11: Cost Control

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# Project Risk Management

3 Days

## Course Description

This course will guide the student through the Risk Management process as defined by the Project Management Institute (PMI). Through a series of hands-on exercises the student will learn the proper methodology for managing risks. This class targets Project Managers and employees responsible for managing and tracking projects.

## Course Objectives

Upon completion of this course, students will be able to:

- Define a project, program, and project management and its processes.
- Determine effective ways of integrating project management and general business management in an organization.
- Determine ways to effectively integrate a project across an entire enterprise to reduce the impact of change.
- Determine how ethics, integrity, and objectivity affect project management.
- Define Risk.
- Define the Risk Management process.
- Plan for risks.
- Effectively identify risks.
- Perform qualitative and quantitative risk analysis.
- Perform Risk Response Planning.
- Perform Risk Monitoring and Control.
- Apply network activity techniques.

## Prerequisites

Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

## COURSE OUTLINE

**Lesson 1: Overview of Risk Management**

**Lesson 2: Risk Management Planning**

**Lesson 3: Risk Identification**

**Lesson 4: Qualitative Risk Analysis**

**Lesson 5: Quantitative Risk Analysis**

**Lesson 6: Risk Response Planning**

**Lesson 7: Risk Monitoring and Control**

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# Project Quality Management

1 Day

## Course Description

Project success is achieved by taking a balanced approach to quality, time and cost, resulting in satisfied customers. In this course, you develop and apply a quality framework using the tools and techniques needed to deliver consistent project success within your organization. This intensive class will guide the student through the Project Quality Management process as defined by the Project Management Institute (PMI). Students will also be introduced to industry best practices.

## Course Objectives

Upon completion of this course, students will be able to:

- Effectively plan quality into their project.
- Effectively determine quality requirements as they pertain to the scope/requirements of the project.
- Perform quality assurance functions on their projects.
- Perform quality control functions on their projects.

## Prerequisites

Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

## COURSE OUTLINE

**Lesson 1: Overview of Project Quality Management**

**Lesson 2: Quality Planning**

**Lesson 3: Performing Quality Assurance**

**Lesson 4: Performing Quality Control**

# Project Communications Management

1 Day

## Course Description

This intensive course will guide the student through the Project Communications Management process as defined by the Project Management Institute (PMI).

## Course Objectives

Upon completion of this course, students will be able to:

- Plan for the communications requirements of a project.
- Develop a Communications Plan.
- Understand how and what information to distribute.
- Understand and use Organizational Process Assets.
- Develop performance reports.
- Develop forecasts, change requests, and recommend corrective actions.
- Manage stakeholders.
- Resolve issues and update the Project Management Plan.
- Effectively listen.
- Effectively communicate using the written word.

## Prerequisites

Students should have taken the Project Risk Management, Project Scope and Requirements Management, and Project Time and Cost Management courses.

## COURSE OUTLINE

**Lesson 1: Overview of Project Communications Management**

**Lesson 2: Communications Planning**

**Lesson 3: Information Distribution**

**Lesson 4: Performance Reporting**

**Lesson 5: Managing Stakeholders**



# Project Human Resource Management

2 Days

## Course Description

Effective project managers must possess strong skills in organizational planning; team building, and staff management. Students are provided with the tools to help them face the challenges of managing matrix teams and the added complexity of managing a virtual team. Students will also examine motivation, influence, power and effectiveness theories from industrial-organizational psychologists and management theorists to help them understand how and why people work, and the effect of power on project teams. This is an intensive class that will guide the student through the Project Human Resource Management process as defined by the Project Management Institute (PMI).

## Course Objectives

Upon completion of this course, students will be able to:

- Perform human resource planning functions.
- Explain how to acquire a project team.
- Create organizational charts.
- Define roles and responsibilities of the team.
- Use tools and techniques for human resource planning.
- Develop project teams.
- Manage project teams.

## Prerequisites

Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

## COURSE OUTLINE

**Lesson 1: Overview of Project Human Resource Management**

**Lesson 2: Human Resource Planning**

**Lesson 3: Acquiring a Project Team**

**Lesson 4: Developing a Project Team**

**Lesson 5: Managing a Project Team**

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# CAPM/PMP Examination Preparation Workshop

5 Days

## Course Description

Attending this course will assist the student in developing the ability to discern project management practices which do and do not comply with Project Management Institute (PMI) expectations as outlined in the Project Management Body of Knowledge (PMBOK). The course also covers strategies, concepts, definitions, and practices whose understanding is required to pass PMI's Project Management Professionals (PMP), and Certified Associates in Project Management (CAPM) examinations.

## Course Objectives

Upon completion of this course, students will be able to:

- Understand what is required of them to finish preparing for PMI examinations independently.
- Recognize variance from PMI standards in project processes.
- Recognize variance from PMI standards in project management practices.
- Recognize PMBOK compliant project plan components.

## Prerequisites

Students should have taken Project Management Fundamentals, Core Processes, and Terminology.

## COURSE OUTLINE

### Lesson 1: How To Most Efficiently Prepare For PMP/CAPM Certification

- Strategy
- Improving efficiency
- Key Issues
- Common modes of failure
- The role of test battery software & avoiding its traps
- Exam provider expectations

### Lesson 2: Navigating the Application Process

- Categorizing your application
- Documenting & Categorizing experience
- Application submission guidelines & options

### Lesson 3: Understanding the PMP & CAPM Exams

- Differences in the PMP and CAPM exam intentions
- Understanding the testing environment & mindset
- What the exams are like
- Knowing when you are ready to test

### Lesson 4: PMBOK Study Strategies

- How the PMBOK supports the preparation process
- How not to use the PMBOK
- The PMBOK as a family of related processes
- How to most quickly understand and retain PMBOK concepts and processes

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**Lesson 5: Understanding PMI's "isms"**

- Assumptions about project management that frame all exam questions
- Assumptions about project manager's behavior
- Assumptions about the project environment
- Avoiding getting tangled in the differences between what you do and what PMI requires

**Lesson 6: The Process of Project Management****Lesson 7: The Framework of Project Management****Lesson 8: Integration Management Topics****Lesson 9: Scope Management Topics****Lesson 10: Time Management Topics****Lesson 11: Cost Management Topics****Lesson 12: Quality Management Topics****Lesson 13: Human Resources Management Topics****Lesson 14: Communications Management Topics****Lesson 15: Risk Management Topics****Lesson 16: Procurement Management Topics****Lesson 17: Professional Responsibility Topics**

# Overview of Project Management

½ Day

## Seminar Purpose

In the seminar series previewed, participants will learn how Project Management strategy, process, and tools can channel the information required to support status reporting and decision making on an organizational level. This seminar is valuable for students who desire to understand formal project management and processes to create a system for consistent information sharing. This seminar will also assist students by providing a set of tools to manage projects and programs in a systematic manner consistent with OMB A-11 Exhibit 300 requirements.

## Audience

This course is intended for students with little or no formal project management training.

## Agenda

1<sup>st</sup> Hour Seminar 1 – Formal Project Management & How Does it Benefit the Organization

2<sup>nd</sup> Hour Seminar 2 – Universal Best Practice Model for Managing Projects

3<sup>rd</sup> Hour Seminar 3 – Project Managers Tools and Procedures

## Overview of Seminar 1

*What is Formal Project Management and how does it benefit the Organization?*

- Benefits of Project Forecasting
- Defining a Project Management Process
- Managing Project Managers
- Managing Multiple Projects
- Earned Value Management

## Overview of Seminar 2

*A Universal Best Practice Model for Managing Projects*

- Bringing Predictability to Projects
- Rapid yet Complete Planning
- The core Universal Project Management Steps

## Overview of Seminar 3

*Project Managers Tools and Procedures*

- Determining an Appropriate Level of Detail in Planning
- Key Components of Risk
- Understanding and Managing Quality
- Microsoft Project

# An Executive Briefing on Earned Value Management

½ Day

## Course Description

This four hour seminar is an informative look at Earned Value Management. It includes an explanation of the concepts of Earned Value, the process for using Earned Value to draw conclusions, and hands on examples. Creation of an earned value management system (EVMS) ensures the project manager has performance data which relates time-phased budgets to specific tasks, indicates work progress, effectively integrates cost, schedule and technical accomplishment, provides valid, timely, and auditable information, supplies managers and executives with project status at a practical level of summarization, and accurately forecasts cost and schedule at completion

## Who Should Attend

The course is intended for program managers, project managers, team leaders, and anyone who need to setup, provide metrics for, base decisions on, or use Earned Value Management.

## Course Objectives

Upon completion of this course, students will be able to:

- Use Earned value management is a tool that allows visibility into technical, cost, and schedule progress.
- Implement Earned Value Management Reporting Systems
- Read, understand, and interpret Earned Value Reports, an essential function of project management, and a required reporting tool on many government contracts.

## COURSE OUTLINE

- Introduction
- The Triple Constraint
- Earned Value Terminology
- Earned Value Calculations
- Interpreting and Reporting Using Earned Value
- Milestone Charts and Tracking
- Milestone Controls
- Project Cost Management
- Estimate
- Baseline Setup
- Project Control
- Gathering Status Information
- Variance Analysis

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## **Federal Acquisition Certification Courses**

Well-trained and experienced program and project managers are critical to the acquisition process and the successful accomplishment of mission goals. A strong partnership between program and project managers and contracting professionals requires a common understanding of how to meet the government's needs through acquisitions that deliver quality goods and services in an effective and efficient manner.

The purpose of the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) is to establish general training and experience requirements for program and project managers in civilian agencies. The FAC-P/PM focuses on essential competencies needed for program and project managers; the program does not include functional or technical competencies, such as those for information technology, or agency-specific competencies.

# Basic Acquisition I

3 Days

## Course Description

This course covers the basics of how acquisition professionals balance risk, cost, schedule, performance, lessons learned, and the necessary management metrics to deliver quality systems/products. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Explain the requirements development process
- Define concept selection
- Identify a technology development process
- Perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations

## Course Outline

### The Requirements Development Process

Overview  
Vocabulary  
Predecessors  
Identifying Needs  
Prioritizing Needs

### Defining The Concept Selection Process

Overview  
Components  
Vocabulary

### Defining the Preferred System Selection Process

Performance Measures  
Technology Development Strategy Inputs  
Baselines  
Demonstrations  
When to Initiate an Acquisition Process

### Evaluating Possible Solutions

Performance Measure Selection  
Performance Measure Analysis  
Selecting a Preferred System Concept

### Technology Development Strategy Features

Analysis of Alternatives  
Studies to Date  
Draft Plans  
Selected Material Concepts

### Considering Customer Needs

Performance Parameters  
Affordability Constraints  
Scheduling Constraints  
Technical Constraints  
Environmental Issues  
Joint and Combined Interoperability

### Deriving a Baseline

Understanding Baselines  
Studying Performance and Schedule Requirements  
Establishing a Baseline

### Project Coordination with Users

Benefits  
Milestone Decision Authority  
Planning & Preparing

# Earned Value Management (EVM) and Cost Estimates I

3 Days

## Course Description

This course covers the basics of Earned Value Management and Cost Estimation. This course is intended for program managers, project managers, team leaders, and anyone who need to setup, provide metrics for, base decisions on, or use Earned Value Management. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Coordinate an integrated master plan for life cycle management and support
- Assess and oversee the application of department/agency financial policies and directives as they relate to program and resource management
- Direct and monitor risk management processes and making adjustments as necessary
- Administer a comprehensive test and evaluation program
- Examine and implement innovative, alternative logistics support practices
- Plan for adequate staffing and resources across the program life cycle

## COURSE OUTLINE

- Earned Value Management
  1. Defined
  2. Policies
  3. Methodologies
  4. Software
  5. Examples
- Background Information
  1. The Triple Constraint
  2. Earned Value Terminology
  3. Earned Value Inputs
- Earned Value Formulas and Calculations
  1. Indexes
  2. Variances
  3. Estimates
  4. Interpretation
- Basic Earned Value Scenarios
  1. Introduction
  2. Workshop Brief
  3. Workshop
  4. Review & Analysis
- Intermediate Earned Value Scenarios
  1. Introduction
  2. Workshop Brief
  3. Workshop
  4. Review & Analysis
- Advanced Earned Value Scenarios
  1. Introduction
  2. Workshop Brief
  3. Workshop
  4. Review & Analysis
- Using Software to Compute Earned Value
  1. Spreadsheet Applications
  2. MS Project
  3. MS Project Based Reporting Workshop
- The Integrated Baseline Review
  1. Defined
  2. Need
  3. Example
  4. Usefulness
- OMB A-94 Cost Estimating
  1. Processes
  2. Methods
  3. Techniques
  4. Analytical Principles
  5. Data
  6. Confidence Bands
  7. Specialized Costing

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# Earned Value Management (EVM) and Cost Estimates II

3 Days

## Course Description

This course covers earned value and cost estimating skills needed by intermediate level project managers: IS based financial reporting systems, EVM analysis, EVM resource requirements, and business process re-engineering. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Explain and utilize the information system for financial management reporting
- Conduct EVM analysis and implementing changes based on analysis
- Analyze resource needs for management, including planning for an EVM program/project linked to risk
- Apply business process re-engineering methods for continuous improvement

## Prerequisites

Students should have taken the Basic Project Management I and Earned Value Management (EVM) and Cost Estimates I courses.

## COURSE OUTLINE

- Software Tools for EVM
  1. Collecting, processing, maintaining, and reporting data
  2. Supporting planning and finance decisions with EVM data
  3. Reporting cost information
  4. MANAGING WITH EVM
  5. Handling yellow and red indicators
  6. Integrated Baseline Reviews
  7. Tracking EVM policies
  8. EVM software
- Lab and Case Study Workshop
- Gathering Metrics
  1. Gathering
  2. Recording
- Roles
  3. Roles
  4. Overhead
  5. Planning
- Process Re-Engineering
  1. Studying output of EVM reporting
  2. Investigating trends and incidents
  3. Establishing Patterns
  4. Identifying the need for improvement
  5. Evaluation alternatives
  6. Selecting changes
  7. Implementing change
  8. Re-evaluation to confirm improvement

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# Basic Project Management I

3 Days

## Course Description

This course covers the basics of project management including Requirements, Work Breakdown Structures, Life Cycles Management Concepts, Risk Management, and General Project Management Theory. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Define project components to the task level in preparation for developing the Work Breakdown Structure
- Define requirements in terms of performance-based outcomes, where appropriate
- Identify the role of an estimate in Total Ownership Cost (TOC)/Life Cycle Cost process
- Describe the risk and opportunity management process
- Explain the systems life cycle management concepts used for information systems
- Explain the need for a comprehensive Test and Evaluation (T&E) phase
- Identify the need to implement alternative logistics support

## COURSE OUTLINE

- The Project Management Process
  1. High Level Definition
  2. Intended Effects
  3. Key Roles & Responsibilities
  4. Stages of Progression
  5. Structuring the Manager's Activities
- Work Breakdown Structures
  1. Task Identification
  2. Structuring the Decomposition
  3. Determining an Appropriate Level of Detail
- Project Plan Components
  1. Activity Duration Estimates
  2. Work Breakdown Schedule
  3. Network Diagram
  4. Project Baseline
  5. Resource Calendars
  6. Resource Requirements
  7. Activities Parameters
  8. Project Integrated Master Plan
  9. Entry to MS Project
- Requirements Definition
  1. Gathering Information
  2. Development
- Estimating Techniques/Tools for Developing Rough Cost Estimates
- Associated Risk Levels for all Cost Estimates.
- Need for Assumptions and Why They Should be Valid.
- Technical Reviews
- Description
- Performance Orientation
- Total Cost of Ownership
  1. Defining
  2. Quantifying
  3. Estimation
  4. Role in Life Cycle Costing
- Risk Management
  1. Overview
  2. Process
  3. Risk Identification Techniques
  4. Risk Valuation
  5. Risk Ranking
  6. Selection of Risks for Active Management
  7. Contingency Planning
- Systems Life Cycle Management Concepts
  1. IT Specific Models
  2. Application to Information Systems

# Basic Project Management II

3 Days

## Course Description

This course covers key intermediate project management skills needed to progress beyond a basic level: developing master schedules, estimating total cost of ownership, and product life cycle plans. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Develop and document an integrated master schedule
- Assist in the development of an estimate of Total Ownership Cost (TOC)
- Define requirements, clearly, to meet needs, including, where appropriate, performance-based outcomes and setting performance standards
- Formulate the key features of a risk/opportunity management process
- Create a requirements development process that provides traceability back to user-defined capabilities
- Formulate the key features of the Test and Evaluation (T&E) program/project, including modeling and simulation
- Develop life cycle plan for delivering, maintaining, & retiring a product with supply chain considerations

## Prerequisites

Students should have taken the Basic Project Management I course.

## COURSE OUTLINE

- Analyzing Program / Project Needs
  1. Performance parameters objectives
  2. Affordability constraints
  3. Scheduling constraints
  4. Technical constraints
  5. Environmental issues
- Develop/Document Integrated Master Schedule
  1. Schedule network tools and techniques
  2. Work loading methods
  3. Process Inputs
- Preparing Total Life Cycle Management Plans
  1. Phased inputs & outputs
  2. Deliverables for phases
  3. Project technical reviews
  4. Audits
  5. Program/project functions planning
- Estimating Total Cost of Ownership
  1. Rough estimating techniques and tools
  2. ECP & Modification Costs
  3. Program / Project Cost
  4. Life Cycle Cost
  5. Associated risk levels
- Assumption validation
  6. Assumption validation
  7. Business case analysis
- Structuring a Requirements Development Process
  1. Establishing Operational Needs
  2. Attributes
  3. Performance Parameters
  4. Trade-offs
  5. Constraints
  6. Confirming Completeness
- Testing and Evaluation (T&E)
  1. Planning & Monitoring
  2. Conducting Tests
  3. Prototyping
  4. New Systems
  5. Relating testing to requirements
  6. Developing Metrics
- Risk/Opportunity Management
  1. Analyzing Risk Events
  2. Reviewing Risk Status
  3. Integrating risk status into project routines
  4. Managing risk at project and o
  5. Standardizing risk management practices

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# Leadership and Interpersonal Skills I

2 Days

## Course Description

This course covers the basics of project leadership and interpersonal skills including the role of the team leader, the roles of team members, interacting with customers, managing conflict, and demonstrating accountability. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Apply effective oral and written communications
- Describe the roles and functions of membership in a working group or project oriented team
- Demonstrate satisfactory customer service
- Explain conflict management
- Demonstrate accountability for results

## Course Outline

### Introduction to Leadership

Definition  
Relevance  
Key Concepts

Relating to people from varied backgrounds  
Sensitivity to individual differences

Selecting the Type of Communication  
Choosing the Formality of the Communication  
How to Confirm the Communication was Effective

### Roles and Characteristics of the Leader

Leadership versus Management  
Problem Solving  
Conflict Management  
Interpersonal Skills  
Resilience  
Flexibility  
Accountability  
Communications  
Written & Verbal  
Customer Service

### Written Communication

Defined  
Modes and Methods  
Context  
Intended Outcomes  
Confirming Outcomes

### Managing Conflict

Defining Conflict  
Locating Conflicts Early  
Root Cause Analysis  
Effective Conflict Resolution  
Ineffective Conflict Resolution  
Techniques for Resolving Conflict  
Communicating to Preempt Conflict

### Communication Styles

Introduction to DISC  
Knowing your DISC type  
Determining the DISC types of others  
Using DISC to improve communication

### Verbal Communication

Defined  
Modes and Methods  
Context  
Speaking and Listening Skills  
One-on-one Meetings  
Structuring Meetings  
Managing Meetings  
Tracking Meetings

### Accountability

Establishing Standards  
Objectives, Priorities, and Delegation  
Living Your Standards  
Owning Your Mistakes  
Working Within the System  
Resilience

### Interpersonal Skills

Understanding, courtesy, tact, empathy  
Developing and maintaining relationships  
Dealing with difficult people

### Written Communications

Designing Written Reporting Systems  
Using Written Reporting Systems  
Adjusting and Evolving Reporting Systems

### Customer Service

Assess Needs  
Providing Assistance  
Resolving Problems  
Satisfying Expectations

### Planning a Communication

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# Leadership and Interpersonal Skills II

2 Days

## Course Description:

This course covers key leadership and interpersonal skills required to manage intermediate level projects: stakeholder partnering, entrepreneurship, strategic thinking, innovation, and utilizing diversity. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Describe how to partner with stakeholders effectively
- Implement entrepreneurship
- Utilize strategic thinking
- Build teams/IPT
- Explain and manage conflict
- Demonstrate creativity/innovation
- Utilize diversity

## Course Outline

### Communications Management

Using oral and written skills

Planning communications of macro information

Effective briefing skills

Sharing lessons learned

The media and media policies

### Leadership Skills

Partnering

Team Building

Conflict Management

Political Savvy

Strategic Thinking

Decisiveness

Innovation

# Government Specifics I

3 Days

## Course Description

This course describes how the processes the project manager and other personnel responsible for an acquisition are integrated. Emphasis is placed on creating a comprehensive plan for fulfilling the need in a timely manner and at a reasonable cost. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

## Course Objectives

Upon completion of this course, students will be able to:

- Implement a process by which the efforts of all acquisition personnel are integrated through a comprehensive plan
- Explain the need for the Project Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1)
- Develop a comprehensive project specification and requirements statement that fully and correctly defines the project
- Formulate a source selection plan that allows for best value selection from competitive solicitations
- Identify the need to support contract administrative actions
- Establish a negotiated baseline of performance
- Oversee the application of Total Life Cycle Systems Management (TLCSM)

## Course Outline

### An Overview of Acquisition Process Integration

Introduction  
Key Processes

### Contracting

Management Processes  
Performance Based Considerations  
Understanding Cost and Price Analysis  
Solicitation and Source Selection  
Negotiation and Awards  
Termination Options  
Closeout Process  
Legislation, Policies, & Regulations

### Contract Approach

Integrating the PM, PCO & Staff  
Key Processes

### Requirements and Support Documents

Overview of FAR Subpart 7.1 and 1-12  
Key Terminology  
Contract Terms  
Solicitation Terms

### Source Solicitation

Formulating and Structuring a Source Selection Plan  
Evaluation Board  
Advisory Counsel  
Selection Authority

### Contract Administration

Managing the Buyer/Seller Relationship  
Documenting Performance  
Corrective Actions  
Providing for Future Relationships  
Managing Changes

### Performance Based Agreements

Negotiating Support Levels with Consideration to Funding  
Negotiating a Baseline

### Business Financial Plan Management

TLCSM Overview  
Planning  
Implementation  
OMB A-11 Application

## Government Specifics II

3 Days

### Course Description

This course covers key project management skills required in government projects: Acquisition strategies, pre-award actions, source selection, OMB Circular A-123 compliance, and strategic sourcing. This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

### Course Objectives

Upon completion of this course, students will be able to:

- Develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations
- Identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1)
- Formulate the key features of a comprehensive program/project specification and requirements statement
- Identify and develop source selection criteria, including risk analysis method (FAR Part 15.3)
- Identify and track contract performance and administrative actions
- Conduct financial planning and execution reviews
- Develop program/project plans in accordance with Management's Responsibility for Internal Control (OMB Circular A-123) and Capital Asset Planning (OMB exhibit 300)
- Utilize strategic sourcing when building and finalizing requirements across the program/project

### Course Outline

#### Preparing a Plan for Total Life Cycle Management

Addressing phased inputs, outputs, and deliverables  
Internal and External project technical reviews  
Audits  
Tradeoffs  
Managing modifications  
Cycle-time reduction techniques

#### Risk and Opportunity Management

Planning identification and analysis of risks  
Risk handling  
Risk monitoring  
Analyzing risk events  
Reporting status  
Finding critical risk nodes  
Schedule related risk analysis

#### Requirements Development

Structuring the process for working with users  
Defining and refining needs  
Trade-off and constraints

#### Developing a Process for Selecting a Design Solution

Translating requirements into alternative designs  
Selecting final design solutions  
Alternative design solutions

#### Contract Approach

Integrating personal through a comprehensive plan  
Business partnerships  
Structuring competition  
Socio-economic issues  
Terms

## Additional Project Management Training Courses

### Customer Relations

Consulting Skills for Project Managers  
 Influencing Skills for Project Managers  
 Negotiation Skills for Project Managers

### General Project Management

A Manager's Guide to Project Management  
 Achieving Project Quality and Conditions of Satisfaction  
 Adaptive Project Framework: Common Sense Approach to Managing Complex Projects  
 Applying Project Management Skills  
 Delivering Successful Projects in High Risk and Constrained Environments  
 Effective Project Management in the Corporate Environment  
 Introduction to Project Management Oversight  
 Managing Large and/or Complex Projects  
 Optimizing PM Efficiency Through the Strategic Use of Six Sigma Principles  
 Performance Based Contracting and Vendor Management  
 Project Communications: Infrastructure and Protocol  
 Project Management Best Practices  
 Project Management Boot Camp  
 Project Management Certificate Program  
 Project Management Essentials  
 Project Management Evening Certificate Program, 16 sessions  
 Project Management Executive Overview  
 Project Management Executive Overview for Capital Projects  
 Project Management Executive Overview for IT Projects  
 Project Management Implementation: Best Practices and Essential Human Elements Certificate Program  
 Project Managements Strategic Implications  
 Success Strategies for Female Project Managers  
 The Business of Project and Program Management  
 The Project Management Discipline: Life Cycle and Best Practice Approach

### Human Resources Project Management

Project Management for HR Professionals  
 Project Management for the Training and Development Professional  
 Techniques to Effectively Manage Multiple Projects in a Training and Development Environment

### IT Project Management

Advanced Technology Project Management  
 Building an IT Project Management Communication Toolbox  
 Effective Management for Systems Integration Projects  
 Effective Software Project Management  
 IT Project Management Certificate Program  
 Globalization  
 Integral Role of Time and Cost in an IT Environment  
 Integrating RUP into the Software Development Life Cycle (SDLC)  
 Introduction to Technology Project Management



## **IT Project Management (Continued)**

IT Project Management  
 IT Project Procurement and Contract Management  
 Joint Application Development: First and Best Practices (1 or 2 day)  
 Joint Application Development: First and Best Practices (2 or 3 day)  
 Managing Business Process Improvement Projects  
 Managing Customer Expectations  
 Multiple Team Project Management  
 Project Management Approach to Software Quality  
 Project Team Skills for the IT Professional  
 Requirements Management: An In Depth View  
 Risk Management in an IT Environment  
 Software Project Planning and Management  
 The Implications of Offshore Development on Projects and Project Teams  
 Project Management Fundamentals: Integrating the Systems Development Life Cycle

## **Project Infrastructure**

Building a Project Methodology: Organizational and Project Office Support Systems  
 How to Establish A Project Support Office: A Practical Guide to Growth and Development  
 Project Management's Strategic Role in Building the 21st Century Organization  
 The Project Portfolio: A Strategic Tool for the 21st Century Executive

## **Project Leadership/Team**

Building an Effective Project Team  
 Building Effective Business Partnerships  
 Coaching and Mentoring Project Managers  
 Excellence in Project Management Leadership  
 Human Aspects of Project Management  
 Project Management Team Member Overview  
 Project Team Skills for the IT Professional  
 The Leader Project Manager

## **Project Performance Monitoring/Control**

Advanced Scheduling and Project Controls  
 Advanced Project Analysis and Control  
 Distressed Projects: Prevention and Intervention Strategies  
 Developing Practical Cost Control Systems  
 Project Management Process Improvement  
 Using MS Project as a Scheduling and Control Tool

## **Project Planning**

Advanced Project Planning and Control  
 Developing and Managing Estimates: From Task to Project Level  
 Project Planning, Scheduling and Control  
 Project Procurement and Contract Management  
 Project Risk Assessment and Management  
 Advanced Risk Management

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