Designed to Meet the Latest Federal, State and Local Government HR Mandates!



HUMAN CAPITAL MANAGEMENT FOR GOVERNMENT

2005-2006 OFFERINGS

Recruit, Retain, Motivate and Deploy a Quality Government Workforce!

- TRAINING
- CONSULTING
- CERTIFICATION
- RESEARCH

Earn Continuing Professional Education (CPE) Credits!

A Nationally Accredited Program:
Receive Your Government Human Capital Manager Certificate

The Performance Institute

Transferring Knowledge to Transform Government
www.PerformanceWeb.org

"Strategic Human Capital Management Is The Critical Element To Maximizing Government's Performance"



- David M. Walker
Comptroller General of the United States

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Challenges Facing Government HR Managers...

Confronting the Human Capital Crisis in Government
With almost half of the federal, state and local government workers eligible for retirement over the next few years, human resources managers must learn to successfully recruit, retain and reward a performance-based workforce.

Making Government an "Employer of Choice"
Government human capital managers help communicate agency mission, goals, culture and incentives to attract a new generation of civil servants.

Evaluating and Rewarding Employee Performance
HR professionals must objectively report the performance of employees within their agency, distinguishing between high and low performance. HR managers are also responsible for effectively utilizing workplace flexibilities to reward employees.

Diversity and Liability Management
The responsibility for maintaining a diverse and productive workforce falls to the HR manager. Government human capital managers must comply with the latest EEO and labor legislation, as well as mediate office conflict.

Cultivating the Next Generation of Agency Leaders
The majority of senior executive service professionals are eligible for retirement. HR managers must improve their agency's knowledge management, succession planning and leadership development initiatives.

Adapting to the Changing Role of HR
Strategic business consulting and workforce analysis are replacing rules-driven processes and uniformity; understanding and thriving in this new role will be a major issue for all HR professionals.

Drivers of New Human Capital Management Standards for Government in the Past Year

- OPM Civil Service Regulations
- President's Management Agenda
- SES Performance Appraisals
- Working for America Act
- Human Capital Standards of Success
- DOD/DHS Personnel System
- CHCO Council
- Pay-for-Performance
- State & Local HR Mandates

What Competencies Will Make Government an Employer of Choice?

WORKFORCE PLANNING AND DEVELOPMENT

- Human Capital Planning and Talent Management
- Succession Planning and Implementation
- Workforce Assessments: Aligning Mission and Compentencies
- Knowledge Management for Government
- Developing and Using Performance Measures
- HR Performance Measurement

RECRUITMENT, RETENTION AND MORALE

- Recruitment and Retention in Government
- Labor Negotiations in Government
- Employee Relations in Government
- Managing Competitive Sourcing
- Managing Employee Morale and Work-Life Programs
- Diversity Recruitment in Government

EMPLOYEE PERFORMANCE AND DEVELOPMENT

- Employee Performance Evaluations and Incentives
- Employee Development Management

LEADERSHIP AND CHANGE MANAGEMENT

- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Developing and Managing Project Teams
- Building Coalitions in Government
- Effective Communication in Government
- Effective Negotiation for Government Leaders

Choose From Three Training Options:

OPTION 1 Open Enrollment Courses

OPTION 2 Human Capital Mgmt. Certificate Program

OPTION 3 On-Site Customized Training

Transferring Knowledge to Transform Government

TRAINING

The Performance Institute has developed a comprehensive human capital management training program designed exclusively for government HR managers. The courses listed below are offered year-round at scheduled training events, as well as to agencies that wish to bring the training on-site. Each course is taught by an expert facilitator who brings a wealth of experience and knowledge to each training session.

CONSULTING

The Performance Institute's expert advisors provide a variety of human capital management support services available to government agencies. Using the latest human capital management methodologies, the Institute works directly with agencies on an enterprise-wide basis or on individual human capital projects to assess and improve human capital management strategies.

RESEARCH

As the nation's largest think tank studying government performance issues, the Performance Institute maintains an extensive research base that agencies can harness to mine and implement proven best management practices in government. Agencies will benefit from the Institute's various case studies examining successes in government HR managment as well as its "Performance Measures Database" which contains thousands of metrics and benchmarks used by government agencies for tracking and managing programs and projects.



Attend Courses Specifically Designed to Meet the Latest Government Human Capital Management Standards

Throughout the year, the Performance Institute schedules a number of human capital management courses—providing training on all of the topics covered in the Institute's human capital management curriculum. Content in each training course is directly aligned to address the human capital management standards being implemented in government. Each course will equip attendees with the competencies for human capital managers outlined by the Office of Personnel Management (OPM) and various state departments of personnel management.



Attend Publicly Offered Events on Specific Government HR Challenges



Benefits of Training

With over 10,000 government managers attending more than 300 publicly offered programs annually, The Performance Institute is the leader in providing training to government. In the human capital management skills area alone, the Institute offers training courses on 20 separate human capital management topics. You will emerge from Institute training programs with a thorough understanding of all course concepts—and poised to apply what you learned in a real and practical way in your work.

Methodology-Driven Curriculum

All Institute training courses follow a clear and refined professional curriculum that is driven by the latest mandates and standards for human resource professionals in government.

Competency-Based Education

Instructional approaches in Institute training courses are geared toward enhancing participants' skills and building the competencies for human resource managers as defined by the PMA and OPM.

Learn from the Leaders

Instructors of Institute courses are all seasoned professionals with direct knowledge and experience in government. In many cases, training programs feature government presenters from standard setting bodies (OPM, OMB, GAO, Congress, etc.), as well as case study presenters from recognized best practice government agencies.

Case Studies and Best Practices

Institute courses go beyond presenting frameworks and toolkits for addressing each topic—they also provide best practice examples and case studies from government HR leaders.

Addressing the Latest Mandates

As new mandates and requirements in human resources management are set by government entities, the Institute updates its training programs to reflect the latest requirements. Each course begins by updating and training participants on the latest mandates and their application in government.

2005-2006 Human Capital Management Course Schedule

SEPTEMBER 2005

Knowledge Management for Government
September 1-2, 2005 in Arlington, VA (P372)

Developing and Using Performance Measures
September 12-13, 2005 in Arlington, VA (P434)

Leading Organizational Change in Government
September 19-20, 2005 in Arlington, VA (P387)

OCTOBER 2005

Human Capital Planning and Talent Management
October 6-7, 2005 in Arlington, VA (P385)

Employee Development Management
October 20-21, 2005 in Arlington, VA (P472)

NOVEMBER 2005

Employee Performance Evaluations and Incentives
November 1-2, 2005 in Arlington, VA (P428)

Developing and Managing Project Teams in Government
November 14-15, 2005 in Arlington, VA (T206)

Recruitment and Retention in Government
November 17-18, 2005 in Arlington, VA (P374)

DECEMBER 2005

Managing Competitive Sourcing
December 1-2, 2005 in Arlington, VA (C149)

Leadership Strategies in the Public Sector
December 19-20, 2005 in Arlington, VA (P1001)

JANUARY 2006

Workforce Assessments: Aligning Mission and Competencies
January 12-13, 2006 in Arlington, VA (P1008)

Employee Relations in Government
January 12-13, 2006 in Arlington, VA (P1011)

Human Capital Planning and Talent Management
January 23-24, 2006 in Arlington, VA (P563)

Succession Planning and Implementation
January 24-25, 2006 in Arlington, VA (P565)

Employee Performance Evaluations and Incentives
January 26-27, 2006 in Arlington, VA (P567)

FEBRUARY 2006

HR Performance Measurement
February 9-10, 2006 in Arlington, VA (P573)

Developing and Using Performance Measures
February 28-March 1, 2006 in Arlington, VA (P558)

MARCH 2006

Leadership Strategies in the Public Sector
March 13-14, 2006 in Arlington, VA (P560)

Effective Communication in Government
March 13-14, 2006 in Arlington, VA (P578)

Leading Organizational Change in Government
March 15-16, 2006 in Arlington, VA (P561)

Developing and Managing Project Teams in Government
March 15-16, 2006 in Arlington, VA (T211)

Effective Negotiation for Government Leaders
March 16-17, 2006 in Arlington, VA (P579)

Building Coalitions in Government
March 16-17, 2006 in Arlington, VA (P580)

APRIL 2006

Knowledge Management for Government
April 10-11, 2006 in Arlington, VA (P574)

Workforce Assessments: Aligning Mission and Competencies
April 12-13, 2006 in Arlington, VA (P571)

Employee Development Management
April 27-28, 2006 in Arlington, VA (P569)

MAY 2006

Succession Planning and Implementation
May 1-2, 2006 in Arlington, VA (P1007)

Labor Negotiations in Government
May 24-25, 2006 in Arlington, VA (P577)

Employee Relations in Government
May 24-25, 2006 in Arlington, VA (P576)

JUNE 2006

Managing Competitive Sourcing
June 26-27, 2006 in Arlington, VA (C155)

JULY 2006

Human Capital Planning and Talent Management
July 10-11, 2006 in Arlington, VA (P564)

Developing and Managing Project Teams in Government
July 13-14, 2006 in Arlington, VA (T1001)

Employee Performance Evaluations and Incentives
July 12-13, 2006 in Arlington, VA (P568)

Developing and Using Performance Measures
July 24-25, 2006 in Arlington, VA (P559)

AUGUST 2006

Employee Development Management
August 3-4, 2006 in Arlington, VA (P570)

Succession Planning and Implementation
August 3-4, 2006 in Arlington, VA (P566)

Labor Negotiations in Government
August 28-29, 2006 in Arlington, VA (P1012)

SEPTEMBER 2006

Leadership Strategies in the Public Sector
September 18-19, 2006 in Arlington, VA (P1002)

Leading Organizational Change in Government
September 20-21, 2006 in Arlington, VA (P1003)

Managing Employee Morale and Work-Life Programs
September 21-22, 2006 in Arlington, VA (P1010)

HR Performance Measurement
September 29-30, 2006 in Arlington, VA (P1009)

Full Descriptions of Courses and an
Up-To-Date Schedule are Located Online at:
www.PerformanceWeb.org/training
or by calling **703-894-0481**

CPE
CONTINUING PROFESSIONAL EDUCATION

All Institute Human Capital Management Courses Offer CPE Credits!

Check Individual Course Listings for Total Credits Awarded.

CPE
CONTINUING PROFESSIONAL EDUCATION

Customize and Complete a Comprehensive Human Capital Management Certificate Program

Many government managers are now opting to receive a formal government human capital management certification. To address this need, the Institute offers a certificate in human capital management. Completing a certification program is easy. Just attend the three "core" human capital management courses and attend an additional three "elective" courses based on topics that meet you and your agency's unique needs. The skills you acquire will then be used to complete a "demonstration project" on a particular issue that you and your department are facing, which will then be evaluated by an expert member of our staff .



Advance Your Career by Becoming a Certified Government Human Capital Manager

Benefits of the Certificate

Advance Your Career as a Human Capital Manager

By completing the Institute's certificate program, you will receive formal recognition as a human capital manager trained in the latest human capital management competencies. You will also receive CPE credits to bolster your credentials.

Meet New Certification Requirements

To hold a position as a human capital manager in government you must demonstrate compliance with new skills sets required by OPM. Receiving your certificate as a human capital manager is one key way to demonstrate your skills.

Customize a Program to Fit Your Needs

Working with Institute training managers, you can select courses that will have direct application and impact to your work.



> "...mission accomplishment is dependent on the success of human capital policies and programs."
>
> –Michael D. Dovilla,
> Federal Chief Human Capital Officer Council,
> Office of Personnel Management

How the Certificate Program Works

1 CUSTOMIZE YOUR PROGRAM

Call The Performance Institute to speak with a training manager to select the courses that fit your needs.

2 ATTEND CORE COURSES

- Human Capital Planning and Talent Management
- Succession Planning and Implementation
- Employee Performance Evaluations and Incentives

3 ATTEND THREE ELECTIVE COURSES

Workforce Planning and Deployment
- Workforce Assessments: Aligning Mission and Competencies
- Knowledge Management for Government
- Developing and Using Performance Measures
- HR Performance Measurement

Recruitment, Retention and Morale
- Recruitment and Retention in Government
- Labor Negotiations in Government
- Employee Relations in Government
- Managing Competitive Sourcing
- Managing Employee Morale and Work-Life Programs

Leadership and Change Management
- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Developing and Managing Project Teams
- Effective Communication in Government
- Building Coalitions in Government
- Effective Negotiation for Government Leaders

Employee Performance and Development
- Employee Development Management

4 COMPLETE A DEMONSTRATION PROJECT

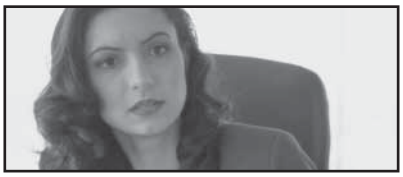
All certificate candidates are required to propose and complete a "demonstration project" at their agencies. This allows you to apply the skills learned in the program while sharing the benefits with your agency. Participants can select a project of their choice, but must submit a tangible product that demonstrates mastery of human capital management concepts.

5 RECEIVE CERTIFICATION

Receive your certification in human capital management from the Performance Institute, along with the CPE credits you've earned.

The Institute's government human capital management certificate program will help you advance your career as a personnel manager. Tailor the program to your specific job responsibilities by selecting from a variety of elective courses and creating a meaningful, hands on demonstration project. Call The Performance Institute to speak with a training manager to find out more and to select the courses that fit your needs.

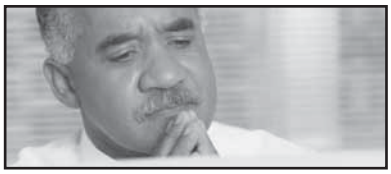
Sample Programs



HR Director

Elective Courses:
- Leadership Strategies in the Public Sector
- Leading Organizational Change
- Employee Performance Development

Demonstration Project:
Draft and finalize a succession plan for your agency



Agency Recruiter

Elective Courses:
- Recruitment and Retention in Government
- Managing Employee Morale and Work-Life Programs
- Employee Relations in Government

Demonstration Project:
A five year recruitment plan for a specific job classification

For more information or to enroll, contact Blake Zach at 703-894-0481 or Zach@PerformanceWeb.org

Enhance the Skills of Your Entire Human Resources Office through On-Site Training

One of the more popular vehicles for accessing the Institute's human capital management education has been on-site delivery of training. On-site training allows you to select course content that directly relates to your HR team's needs. More importantly, the Institute's on-site training courses draw from examples from your organization and typically use a "case study" project that can be used as an actual work product for your HR office later on. Institute training managers stand ready to help define your needs and craft a customized in-house training program for you and your team.



Customize a Training Program For Your Human Resources Team



Benefits of On-Site Training

Tailored Programs To Fit Your Unique Needs

The Performance Institute will customize training courses to fit the specific needs of your HR team. Single courses can be offered, or an entire package of specialized courses. Create a customized human capital management training program to meet your agency's specific goals and jump start major management initiatives within your programs.

Many agencies have chosen to bring portions of the Institute's comprehensive *Government Human Capital Management Certificate Program* in-house to help drive implementation of specific agency Human Resources initiatives.

Draw From Your Own HR Challenges

Instructors will incorporate your specific HR challenges into examples for use during each training course. Interactive exercises can employ an actual human capital plan or scenario from within the agency.

Integrate With Other Initiatives

Training can be the perfect complement to other initiatives being managed by the agency. By aligning training with management policies, change management is bolstered.

Improve The Impact Of Training

By customizing your training and aligning the curriculum of each session to the specific needs of the agency, the learning outcomes are dramatically enhanced.

Maximize Your Training Dollars

In-house training is far more economical than per-person training courses. Moreover, by bringing training to your location, travel expenses are virtually eliminated.

All Institute Courses Can Be Delivered On-Site!

Select from any of the courses on pages 13-31 or combine human capital management courses with courses from the Institute's other comprehensive training programs (see page 32).

Performance Measurement and Evaluation

- Strategic Planning in Government
- Developing and Using Performance Measures in Government
- Performance-Based Budgeting
- Program Evaluation and Analysis
- Collecting and Managing Performance Information
- Auditing and Improving Performance Information
- Lean Six Sigma for Government
- Customer Service Strategies for Government
- Performance Reporting
- Performance Benchmarking for Government
- Balanced Scorecard Measurement and Management in Government

Financial Management

- Financial Management Standards for Government
- Implementing Internal Controls in Government
- Financial Reporting in Government: "Timely, Accurate and Useful"
- Auditing and Reducing Erroneous Payments in Government
- Performance-Based Grants Management
- Activity-Based Costing
- Federal Budget Process: Formulating, Justifying and Executing

Project Management

- Earned Value Project Management
- Project Management for Government
- Managing Project Risk
- Developing and Managing Project Teams
- Integrated Project Planning in Government
- Project Management for Procurement

Human Capital Management

- Human Capital Planning and Talent Management
- Employee Development Management
- Employee Performance Evaluation and Incentives
- Recruitment and Retention in Government
- Succession Planning and Implementation
- HR Performance Measurement
- Knowledge Management for Government
- Workforce Assessments: Aligning Mission and Competencies
- Managing Employee Morale and Work-Life Programs
- Employee Relations in Government
- Labor Negotiations in Government

Contracting and Acquisition Management

- Performance-Based Contracting
- Project Management for Procurement
- Managing Competitive Sourcing
- Advanced Performance-Based Acquisition: Solutions Development
- Structuring and Measuring a Most Efficient Organization (MEO) for A-76 Competitions
- Project and Acquisition Planning for A-76 Competitions
- Strategic Sourcing in Government
- Ethics in Government Contracting

Information Technology Management

- IT Capital Planning and Investment Managment
- Information Security Management for Government
- Certification and Accreditation for Government IT Security
- IT Project Management
- IT Performance Measures
- Building Better IT Budget Justifications (Ex 300s)
- IT Enterprise Architecture

Administrative Management

- Government Administrative Management
- Leadership and Personal Effectiveness
- Project Management for Government Administrative Assistants
- Effective Communications for the Modern Government Administrative Assistant
- Event Planning for Government Administrative Assistants

Leadership and Change

- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Business Analysis and Critical Thinking in Government
- Effective Communication in Government
- Building Coalitions in Government
- Effective Negotiation for Government Leaders

For more information, contact Blake Zach at 703-894-0481 or Zach@PerformanceWeb.org

> "Federal agencies will be required to regularly evaluate and modify training programs in order to promote a more strategic approach to training."
>
> –Office of Personnel Management

How the Institute Customizes its Training

STAGE ONE
MISSION AND MANDATE ALIGNMENT

STAGE TWO
WORKFORCE ASSESSMENT

STAGE THREE
WORKFORCE DEVELOPMENT PLAN

STAGE FOUR
TRAINING DELIVERY

STAGE FIVE
MEASURE AND REPORT PERFORMANCE

6 Ways the Institute Can Make Your Government Agency an Employer of Choice!

The Performance Institute provides a broad spectrum of human resources management consulting services tailored exclusively to the needs of government agencies. With its government-centered mission, the Institute knows government: from civil service mandates and standards to the unique operating environment faced by government HR managers.

1 Human Capital Planning

Human capital plans link HR processes to the mission requirements of the agency. The Insitute can assist with the development of a human capital plan that is in alignment with the strategic plan and based on workforce analysis integrating data on mission-critical skills and competency gaps.

2 Employee Performance Evaluations

From senior managers to line employees, government agencies must have systems that recognize and reward individuals for outstanding performance, while correcting inadequate performance. Most agencies do not possess adequate or meaningful employee performance management systems. To correct this, the Performance Insitute uses its Logic Model approach to ensure that employee performance evaluations tier down from the agency strategic plan and specific program performance goals—covering senior managers and line employees alike.

3 Workforce Competencies and Analysis

Most government agencies do not possess adequate workforce data to effectively plan for, allocate and manage their human capital. The Institute can assist agencies in conducting a thorough workforce assessment examining workforce size and distribution, underrepresented demographic groups, rates of retirement and turnover, and competency and skills gaps.

4 Strategic Recruitment

Streamlining hiring and recruitment policies is key to winning the battle for a quality workforce. Using its mastery of civil service flexibilities and the latest hiring techniques, the Institute will work with agencies to ensure that their strategic recruitment initiatives are based on workforce analysis and human capital plans integrating strategies for filling mission-critical skills gaps.

5 HR Performance Measurement

HR capacities must be efficiently and effectively managed and evaluated to determine their contribution to the agency's overall mission. The Institute's Logic Model Methodology promotes ongoing evaluation of human resources processes, such as individual recruitment initiatives, to ensure that agencies adopt the most effective strategies for recruiting and retaining qualified candidates and make informed resource allocation decisions.

6 Internal Change Management

Every agency faces difficulty managing internal change—from program reorganization to redeployment of staff. To ensure successful implementation of changes, the Institute will build the skills and capacities of human resources professionals to ensure that they play an integral part in internal change management.

FREE
One-Hour Human Capital Strategy Briefing

Receive an update on the Institute's best practice research led by our senior consultants and other government human resources management experts.

Human Capital Strategy Consulting Lead:
Jon Desenberg at 703-894-0481 or Desenberg@PerformanceWeb.org

Solutions Driven by the Latest HR Standards

Without effective management of human resources, government agencies may face worker shortages, inadequate skills to meet their missions, ineffective employee evaluation programs and a loss of key managerial competencies to pending retirements.

To meet these challenges, the Performance Institute provides human capital management consulting services that are grounded in the standards articulated by the Office of Personnel Management and other HR standard-setting bodies. We can quickly assess your human capital strategy needs and customize a high-impact consulting solution for your agency. Invite the Institute to discuss specific ways your agency can receive the Institute's consulting assistance!

OPM Human Capital "Standards for Success"

- Strategic Alignment
- Workforce Planning & Deployment
- Leadership & Knowledge Management
- Results-Oriented Performance Culture
- Talent
- Accountability

Executive Core Leadership Qualifications

- ECQ 1: Leading Change
- ECQ 2: Leading People
- ECQ 3: Results Driven
- ECQ 4: Business Acumen
- ECQ 5: Building Coalitions/Communications

Employee Performance Management



GSA Schedule

Easy Access to Institute Consulting Services through MOBIS

(PI MOBIS Contract Number: GS-10F-0261M)

7-Steps for a Human Capital Plan

Input	← Activities	← Outputs	← Intermediate Outcome Strategies	← End Outcomes
$, FTE				

"Program" Pre-requisites to Human Capital Plan

Human Capital Plan Alignment

Typical Areas for HR Measurement

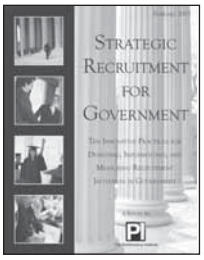
- Step 1: HR Mission Alignment
- Step 2: Workforce Assessment
- Step 3: Leadership & Succession Planning
- Step 4: Workforce Restructuring
- Step 5: Workforce Development Strategies
- Step 6: Recruitment & Retention
- Step 7: Performance Management Strategies

Research on Human Capital Issues

As the nation's largest think tank studying government performance issues, the Performance Institute maintains an extensive research base that agencies can harness to mine and implement proven best human capital management practices in government.

Strategic Recruitment for Government

Ten Innovative Practices for Designing, Implementing and Measuring Recruitment Initiatives in Government



More than 50 percent of the federal workforce will be eligible for regular and early retirements in the next five years. More troubling in fact, is that most of these retirement eligible employees are in positions of agency leadership. Yet, while many see a crisis, the changing workforce dynamics actually presents a real opportunity to fundamentally rethink the role of federal employees in providing services to American taxpayers, in addition to the ways in which federal agencies recruit quality workers. In keeping with this perspective, the Administration has made "Strategic Management of Human Capital" one of the five key goals of the President's Management Agenda (PMA).

As government agencies struggle to confront recruitment and retention challenges, and to implement the PMA, the Performance Institute commissioned this research initiative to identify and document innovative recruitment strategies for addressing the human capital crisis, promoting the use of innovative practices to meet the human capital requirements of the PMA and advancing a framework that supports agencies in their human capital planning.

Human Capital Management Survey



The role of the HR professional in government is changing and HR directors are now under pressure to show improved results and strategically link their human capitals plans to the rest of the organization. The Performance Institute is pleased to unveil its online Human Resources Performance Management Survey! This survey is designed to answer an important question: How have government human capital managers reacted to these new requirements to measure, report, and evaluate their employees performance? The purpose of this survey is to collect and report on the current practices being employed by government human resources professionals using performance management systems. Take this 10 minute survey to see how YOUR HR department compares to other similar departments that are using the strategic management of human capital to get RESULTS. The Performance Management Surveys can be found at: **http://www.PerformanceWeb.org/Survey/**

E-Newsletters



Receive monthly updates on everything from the President's Management Agenda, to state management innovations, to city and county performance developments. The Performance Institute offers 5 free electronic newsletter's that go out each month. Each newsletter contains news, research items, and expert presentations in the areas of budget/performance integration, strategic management of human capital, financial management, competitive sourcing and e-government. Sign-up today at: www.performanceweb.org

IMPLEMENTATION UPDATE ON THE PRESIDENT'S MANAGEMENT AGENDA NEWSLETTER

STATE MANAGEMENT INNOVATIONS NEWSLETTER

CITY AND COUNTY MANAGEMENT INNOVATIONS NEWSLETTER

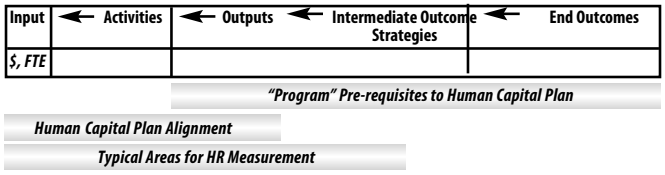
Take a human capital management assessment and we will send you a benchmarking report that compares your performance to similar organizations. Contact Ron Garnett at 703-894-0481 or by email at Garnett@PerformanceWeb.org

Human Capital Planning and Talent Management

Government agencies are still in the midst of a human capital crisis. Employees in all professional roles, whether it be in technology, management, science, or business are increasingly tempted by the seemingly lucrative offers private sector businesses are using to recruit and retain top talent. Government agencies must strategically align their HR initiatives to achieve agency mission and goals, as well as recruit, hire, develop and retain employees with the strategic competencies for mission critical occupations.

Attendees will create a human capital plan to forecast recruitment needs to ensure that their organization is appropriately structured to avoid excess layers and redundant operations. They will also learn how to redeploy their workforce to maximize organizational results and establish performance goals that ensure your agency is well structured to support its mission in an effective and efficient way.

BUILDING HUMAN CAPITAL PLANS
SEVEN STEPS USING THE LOGIC MODEL



Step 1: HR Mission Alignment
Step 2: Workforce Assessment
Step 3: Leadership and Succession Planning
Step 4: Workforce Restructuring
Step 5: Workforce Development Strategies
Step 6: Recruitment and Retention
Step 7: Performance Management Strategies

COURSE AVAILABILITY AND CREDITS

October 6-7, 2005 in Arlington, VA (Code: P385)
January 23-24, 2006 in Arlington, VA (Code: P563)
July 10-11, 2006 in Arlington, VA (Code: P564)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12.5 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Mandates and Forecasting Human Capital Plans and Talent Management in Government

- Understand the HCAAF and its critical role in achieving organizational effectiveness
- Learn the crucial link between the PMA and the strategic management of human capital

Project Launch: Managing Senior Leadership and Stakeholder Involvement

- Solidify senior leadership and stakeholder support for an integrated human capital strategic process
- Encourage the accountability and the responsibility for executing people management down to the line management levels

Step One: HR Mission Alignment: Identifying the Role HR Plays in Achieving Program Goals

- Focus on HR contributions to agency performance goals for each program
- Align HR functions to deliver desired performance
- Determine core competencies and workforce profiles needed for optimum agency performance

Step Two: Workforce Assessment: Building Your Skills Inventory and Defining Competencies

- Conduct a gap analysis between current and desired state
- Create a supply analysis that analyzes staffing levels, workforce skills, workforce demographics and workforce trends

Step Three: Leadership & Succession Planning: Determine Future Functions and Organizational Challenges

- Define the leadership core competencies valued by your organization
- Design succession and assignment plans that adequately address the needs of all management levels

Step Four: Workforce Restructuring: Staff Assignments and Deployment

- Conduct regular assessments of the need for, and deployment of, executive resources
- Use workforce delayering to analyze and optimize existing organizational functions

DAY TWO

Step Five: Workforce Development Strategies: Training, Development and Succession Planning

- Use multi-faceted techniques to close competency gaps within the organization
- Overcome skill gaps with professional development, talent management and knowledge management systems

Step Six: Recruitment and Retention: Gaining and Keeping Your Agency Talent

- Establish an on-going presence with professional organizations, colleges, veteran organizations and minority and community groups
- Understand the factors that influence commitment and motivation
- Set recruitment and retention goals and strategies for skill areas and senior management

Step Seven: Performance Management Strategies: Creating an Employee Performance Management System

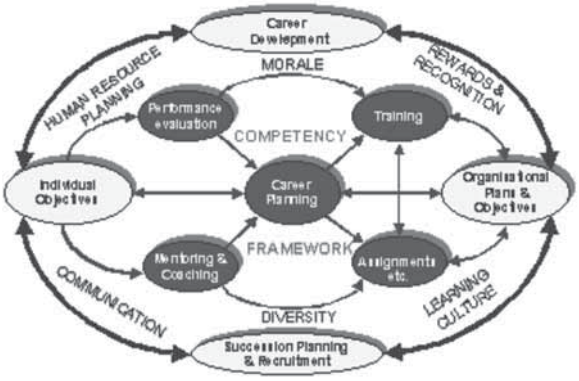
- Devise individual employee performance evaluation and reward systems
- Cultivate a performance-based culture in your workforce

Succession Planning and Implementation

Succession planning ensures that there are highly qualified people in all positions, not just today, but tomorrow, next year and five years from now. In the past, succession planning typically targeted only key leadership positions, but in today's organizations it is important to include key positions in a variety of job categories. This means that the kind of behaviors you want to develop and promote may be different than those in the existing culture. This course will begin with an assessment of your current workforce and end with the identification of the culture and competencies that are required to support an agency of the future.

This training will give mangers the tools to recruit employees, develop their skills and abilities and prepare them for advancement, all while retaining them to ensure a return on investment. It is critical not only for short-term success of the agency, but also for long-term success in achieving agency mission.

CAREER DEVELOPMENT AND SUCCESSION PLANNING



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COURSE AVAILABILITY AND CREDITS

January 24-25, 2006 in Arlington, VA (Code: P565)
May 1-2, 2006 in Arlington, VA (Code: P1007)
August 3-4, 2006 in Arlington, VA (Code: P566)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 13 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Why Succession Planning: Overview of Mandates and Trends in Government
- Identify your workforce's developmental needs
- Determine workforce trends and predictions

Forecasting Your Succession Planning Challenge
- Conduct a baseline analysis to determine how many managers will be eligible for retirement within the next five years
- Calculate how many mid-level staff people are ready to step into those positions

Initiative Management: Organizing Leadership Planning Boards and Gaining Stakeholder Support
- Solidify senior leadership and stakeholder support for an integrated succession plan
- Identify the right people in your organization to put succession management systems in place

Universal Competencies: For Today and Tomorrow
- Identify leaders who explore innovative solutions to serve the needs of your department
- Understand OPM's ECQ's and how the should fit into your leadership pipeline

Developing Mission Specific Competencies
- Recognize talent from multiple organizational levels early in their careers
- Assess individuals' readiness to assume possible job openings and compare competency levels

Designing and Implementing Candidate Development Programs
- Prepare development plans that outline specific activities to enhance skills and broaden experience
- Create IDP's that reflect managerial and leadership compentencies

DAY TWO

Mentoring Leadership Candidates
- Create a mentorship program that enables candidates to acquire new knowledge
- Implement a training program to offer support and guidance to the succession planning candidates

Tracking and Evaluating Candidate Performance
- Ensure that candidates are progressing according to their IDP
- Establish leadership planning boards to identify gaps in current employee and candidate competency levels

Going Outside: Recruiting and Retaining Top Talent from Outside the Organization
- Acquire and retain quality external talent and communicate your search results

Retaining Your Organizational Information: Knowledge Management 101
- Create, capture and reuse employee knowledge to achieve your agency's objective
- Perform knowledge audits to determine and locate the knowledge that is needed

Tracking and Evaluating Your Succession Planning Success
- Measure the impact and success of your succession planning efforts in dollars and cents
- Determine what changes you need to make to the planning process and if your workforce predications came true

Workforce Assessments: Aligning Mission and Competencies

An effective workforce plan is an essential tool to identify appropriate workload staffing levels and justify budget allocations so that organizations can meet their objectives. Just as strategic planning helps agencies map where they are, where they are going, and how they plan to get there, a workforce plan lays out the specific tasks and actions needed to ensure an agency has the resources to accomplish its mission.

This training will help you understand the compentencies needed for optimum performance and how to prepare for changing agency workloads.

KEY COMPONENTS OF SUCCESSFUL WORKFORCE PLANNING



COURSE AVAILABILITY AND CREDITS

January 12-13, 2006 in Arlington, VA (Code: P1008)
April 12-13, 2006 in Arlington, VA (Code: P571)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12.5 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Introduction to Workforce Analysis and Planning

- Create a systematic process for identifying the human capital required to meet agency goals and objectives
- Establish a workforce planning team consisting of dedicated and knowledgeable employees from different functional areas and organizational levels

Setting Your Agency's Strategic Direction

- Align your agency's human capital strategy with mission and organizational objectives
- Adapt models, strategies, tools and processes specific to the agency's culture and needs

Roles and Responsibilities of Workforce Planning Teams

- Develop a workforce plan where employees are involved in the process so they accept it and promote it to others
- Create a team that includes top leaders, line managers, HR and IT professionals, strategic planners and budget analysts

Obtaining Support from Senior Leaders within the Agency

- Communicate the value of workforce planning to senior management
- Convince senior leaders of the need for workforce planning by understanding the factors that affect the agency's future operations

Assessing Your Current and Future Workforce

- Create a supply analysis that analyzes staffing levels, workforce skills, workforce demographics and workforce trends
- Create a demand analysis to identify workforce skills to meet projected needs

DAY TWO

Identifying and Analyzing Staff Skills Gaps

- Compare supply analysis with demand analysis to determine future gaps and surpluses in the number of staff and needed skills
- Identify areas in which management action will be needed to reach workforce objectives

Developing a Plan of Action to Address Workforce Gaps

- Develop a strategy to address future workforce gaps and surpluses
- Implement a plan to assist you in recruiting, developing and retaining the critical staff needed

Implementing Your Workforce Plan

- Implement your workforce plan in connection with the requirements of your organization's strategic plan
- Define performance measures/milestones and expected deliverables

Automating the Workforce Planning Process

- Develop and implement a plan to ensure accountability within each participating division of an agency
- Automate the process so data can be easily stored and retrieved, thereby simplifying the process

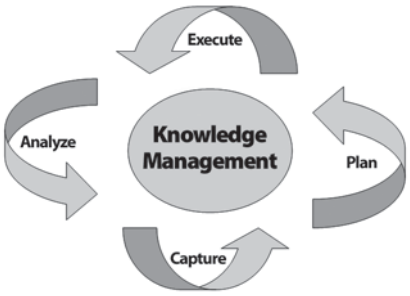
Application Session: Monitor, Evaluate and Revise Your Workforce Plan

- Review performance measurement information
- Assess what's working and what's not working
- Address new workforce and organizational issues that occur

Knowledge Management for Government

As government agencies prepare for the potential mass departure of their veteran staff members, human capital managers must plan for the future now, and devise initiatives to capture the knowledge that these seasoned employees have amassed. Agencies have been downsizing through hiring freezes, retirements and other turnover. The subsequent employees who have had other responsibilities consolidated into their position are bombarded with more information, as well as rapid changes in processes and technology, compounded by having fewer people to handle the load. Effective management of knowledge then becomes paramount. The challenge is to create an atmosphere that fosters knowledge sharing, while simultaneously underscoring that transforming knowledge is a way for employees to leave a legacy that will ultimately help the agency achieve its mission and goals.

This training will allow delegates not only to learn about best practices in knowledge management for government, but will also equip them with the tools necessary to build effective business cases and support for knowledge management initiatives. Learn how effective transference of knowledge will support and enhance human capital initiatives across the board, including retention, training, office culture and employee morale.



COURSE AVAILABILITY AND CREDITS

September 1-2, 2005 in Arlington, VA (Code: P372)
April 10-11, 2006 in Arlington, VA (Code: P574)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Using Knowledge Management (KM) to Achieve Organizational Growth

- Implement a holistic approach to knowledge management in your agency
- Utilize knowledge management programs to maintain customer service and productivity in times of transition

Making the Business Case for Investment in Knowledge Management

- Generate performance measures to evaluate KM program success
- Learn how effective use of knowledge management can reduce new employee training needs, skills gaps and service problems within your agency

Implementing Your Agency's Knowledge Management Program

- Utilize KM technologies to streamline the transference of factual knowledge
- Explore enablers, outside of technology, that should be considered when forming a Community of Practice
- Examine the stages in developing a CoP and the challenges that accompany launching and sustaining them

Instilling a Culture of Knowledge Sharing to Transfer Intangible Skills

- Maximize the use of story-telling and knowledge sharing to improve knowledge transference and capture what your employees know before they leave
- Understand how sharing intangible knowledge contributes to agency goals and success

DAY TWO

Measuring the Impact of Knowledge Management

- Develop methods for linking knowledge sharing and transfer to strategic imperatives and department objectives
- Understand how effective management will contribute to the success of the program and provide support for future KM initiatives

Lessons Learned: Measuring and Evaluating Knowledge Management Initiatives

- Explore best practices in integrating knowledge and learning into department strategies
- Dialog with managers within and outside of your department to discuss successful tactics they have implemented in regards to KM

Tracking and Reporting Your KM Results: Showing Management the ROI from KM Investments

- Learn measures and metrics for determining the ROI of KM in terms of program efficiency and transition time
- Establish performance measures for new employees to gauge knowledge they bring versus knowledge they acquire in their first 90 days on the job

Application Session: Step-by-Step Framework for Aligning KM Initiatives to Agency Strategic Plans

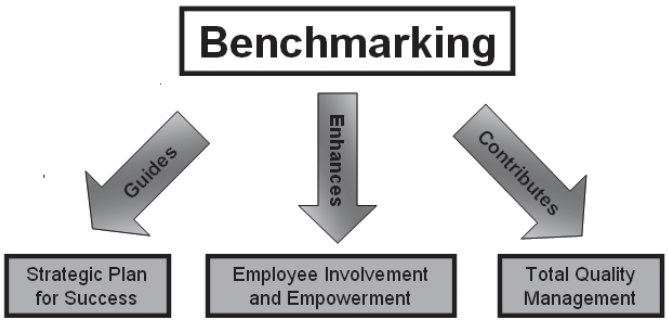
- Align KM programs to help enhance human capital strategies
- Establish a link between KM success and training, employee development, retention and succession planning
- Maximize the use of KM concepts to enrich individual and organizational performance

WORKFORCE PLANNING & DEPLOYMENT

HR Performance Measurement

Human capital—the collective knowledge, skills and abilities of people that contribute to organizational performance—is no longer just a cost to be managed. Government executives now see human capital as an asset to be leveraged; one that can be used to drive value, optimize agency performance, and get results. Government agencies must show how their human capital and human resource activities logically flow to support agency mission, goals, and the bottom line.

This training will provide HR professionals with important methodologies to help create human resource measures. Participants will understand and identify opportunities to use HR measures to showcase results in their human capital initiatives, as well as identify HR program performance problems through appropriate survey and data collection techniques.



COURSE AVAILABILITY AND CREDITS

February 9-10, 2006 in Arlington, VA (Code: P573)
September 29-30, 2006 in Arlington, VA (Code: P1009)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12.5 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Managing and Measuring Human Capital Strategy to Improve Agency and Employee Performance

- Receive a briefing on the latest issues facing HR managers in relation to measuring and managing program performance
- Understand how workforce data and performance measures can enhance future performance

Designing and Identifying Key Performance Indicators to Measure Successful HR Programs

- Implement the Logic Model to establish clearly defined end and intermediate outcome measures
- Develop performance indicators that distinguish between high and low performing HR programs

Measuring the Impact of HR Initiatives

- Execute effective data collection and measurement for all of your department's HR programs
- Analyze this data appropriately to help maximize the impact of your HR initiatives

Measuring the ROI of Your HR Programs

- Develop methods to measure the ROI of your human capital initiatives
- Utilize these measures to determine staffing and budget allocations for the next fiscal year

Using Manager and Employee Feedback in Developing Your HR Performance Measures

- Employ focus groups and trial runs of HR performance measures to perfect your program analysis
- Stimulate dialogs and discussion to further improve the validity of your performance measures

DAY TWO

Benchmarking HR Functions: Comparing HR Performance Across Government Agencies

- Establish inter-agency relationships to discuss and improve HR performance throughout government
- Promote comparisons of human capital initiatives amongst similarly structured organizations to accurately determine how your department measures up

Transforming Your HR Department to Become a Strategic Organization

- Showcase programmatic and agency success to further agency mission
- Balance HR performance measures and employee performance measures to strategically align resources to results

Implementing Measurement to Maximize your Organization's Goals

- Use benchmarking results to create effective business cases for expanding and enhancing successful human capital programs
- Include HR benchmarking data to communicate the need for change

Identifying the Right Tools to Meet Human Capital and Performance Goals

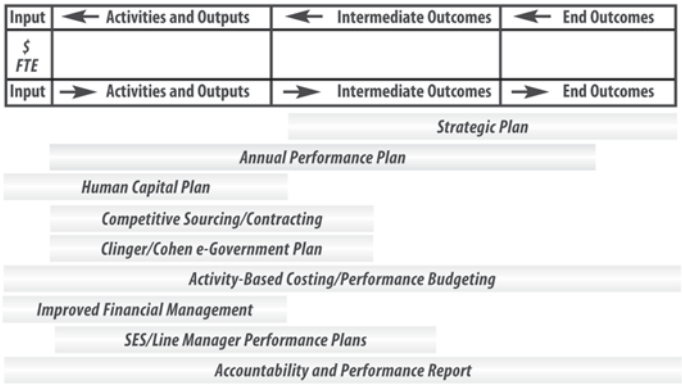
- Generate management and employee competencies that accelerate successful program growth and development

Developing and Using Performance Measures

As we move closer and closer to a performance-based government, human capital managers are being required to show not only measures of program efficiency, but also measures of program effectiveness as they relate to agency mission and goals. In addition to being a requirement of the President's Management Agenda, the use of performance measures is an established standard for federal, state and local governments seeking improved program performance and enhanced results.

This training will focus on developing performance goals and measures by applying the Government Performance Logic Model framework as a template for human capital program management. Through the establishment of outcome-oriented performance measures, human resource personnel will be able to communicate and monitor the success of program results.

THE GOVERNMENT PERFORMANCE LOGIC MODEL



COURSE AVAILABILITY AND CREDITS

September 12-13, 2005 in Arlington, VA (Code: P434)
February 28-March 1, 2006 in Arlington, VA (Code: P558)
July 24-25, 2006 in Arlington, VA (Code: P559)

Open Enrollment:
Course Level: Beginner
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 13 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on Performance Measure Mandates and Guidelines in Government

- OMB criteria for effective outcome performance measures
- Align output performance measures to project outcome measures
- Use performance measures to monitor and communicate programmatic success

Develop a Performance Management System in Government to Drive Results

- Promote good management by using measures to monitor project performance
- Involve stakeholders and senior leadership in the measure selection process
- Develop critical success factors for an effective measurement system

Outcome Measures: Defining Measures using the Logic Model

- Use the Logic Model and discuss best practice outcome measures
- Establish clearly defined end and intermediate outcomes
- Develop measures to communicate internal and external priorities

Measures Linked to Project Strategy

- Assess changes in your organization to attain outcome goals
- Integrate strategies with outcomes to eliminate barriers to improving project performance
- Utilize application assignment to examine particular strategies and objectives for your project

Output Measures: Developing Performance Measures that are Aligned to Organizational Goals and Strategies

- Align outputs to strategies for logical flow of products and services
- Identify key activities that lead to each individual output
- Collect quality measures that communicate the effectiveness and efficiency of organizational output

DAY TWO

Develop Managerial Excellence Measures for Government Functions

- Identify performance measures for management functions
- Improve managerial excellence to leverage programmatic success
- Ensure management reform and initiatives align to the mission of your organization

Application Session: Model Performance Measures for Work Process Mapping and Cost-Efficiencies

- Examine the efficiency and effectiveness of your business processes and link measures used to evaluate their success
- Develop ideal measures for your organization that can be managed and applied
- Utilize ratio analysis to study measures to ensure they are providing you with a sound return on investment

Developing a Performance Information System

- Identify key strategies to collect hard-to-measure outcomes
- Develop project, communication and reporting plans to "roll-up" performance measures
- Ensure performance information is consistent, valid and pertinent to project requirements

SHOW ME THE MEASURES: Model Performance Measures for Citizen-Centered Customer Service

- Streamline your customer service measures
- Ensure your measures are useful: implementation across functions
- Implement the Logic Model Methodology

Recruitment and Retention in Government

Government will be losing its most experienced workers while facing fewer potential replacements who view government service as an "employer of choice." Establishing a more effective government recruitment and retention program represents a dramatic shift in operating procedure for most public employers since, historically, little has been done to advertise and promote jobs in government service. There will be more vacancies and fewer eligible workers, thus employing fresh recruitment and retention programs is an essential task of government human resources professionals.

This training will give human resources professionals the tools necessary to attract and maintain a stellar workforce. Delegates will explore and implement the ten innovative practices for designing, implementing, and measuring recruitment initiatives in government, craft branding and marketing techniques for their agency and streamline the hiring process in government.



COURSE AVAILABILITY AND CREDITS

November 17-18, 2005 in Arlington, VA (Code: P374)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Step 1: Adopting a Truly "Performance-Based" Approach to Human Capital Planning
- Develop a recruitment strategy that is aligned with agency mission and goals
- Integrate outcome goals and strategies into human capital plans

Step 2: Promoting Government Service through Effective Branding and Marketing of Agency "Mission"
- Design a comprehensive brand that represents the goals and image that the agency wants to project
- Appeal to an employee's need for an exciting and fulfilling work experience

Step 3: Streamlining Hiring Processes and Creating "Quality of Life Flexibilities"
- Streamline the recruitment and hiring process to meet workforce planning goals
- Utilize office technologies and develop an automated recruitment and hiring process

Step 4: Designing Tailored Strategies to Recruit Specific Skills Sets
- Create profiles of "positive hires"
- Implement an outreach program to target candidates with specific skills sets

Step 5: Providing for Market-Based and Performance-Based Pay in Government
- Streamline pay scales to reflect the elasticity of labor markets
- Recognize and reward outstanding performance

DAY TWO

Step 6: Using Internships, Fellowships and Alternative Staffing Solutions
- Develop alternative staffing options
- Provide students exposure to the work environment of the federal government
- Craft student mentorship programs within your agency to recruit interns as full-time employees

Step 7: Cultivating Leadership through Candidate Development Programs and Strong Senior Executive Evaluation Systems
- Integrate succession planning in agency human capital plans to cultivate leadership
- Make meaningful distinctions between high-and low-performing employees

Step 8: Promoting Workforce Diversity
- Integrate a focus on the recruitment of women, hispanics and the disabled to promote workforce diversity
- Cultivate partnerships and long-term relationships with organizations yielding high-quality and diverse candidates
- Showcase successful transitions to leadership positions by under-represented populations

Step 9: Outsourcing Recruitment Activities
- Comply with the President's Management Agenda (PMA)
- Build strategic and value-added capabilities
- Measure the ROI of your recruitment outsourcing activities and lower your cost of recruitment to hire ratio

Step 10: Measuring Recruitment Success
- Build a comprehensive and results driven recruitment program
- Integrate performance measures into agency human capital plans
- Communicate agency priorities

Labor Negotiations in Government

The labor negotiation component of a human resources office is responsible for representing their department or agency in the collective bargaining process for all of the labor contracts and disputes. In consultation with the agency leadership and union representatives, develop the terms and conditions of employment aligned with organizational goals and objectives, resolve disputes in a collaborative fashion and provides guidance in labor relations. It is important for human resources professionals to be skilled communicators when it comes to labor contracts and disputes. The increased use of outside contractors and competitive sourcing opportunities has put a spotlight on contract negotiations. Effective management of these negotiations is essential to perpetuating your agency's mission and goals.

This training seeks to equip professionals with the communication, planning, and strategic tools to participate effectively in labor contract negotiations. Delegates will receive information on what the hot topics in labor negotiations are today, how to sufficiently manage the challenges and preparation that come along with any set of negotiations.

FACTORS IN SUCCESSFUL LABOR-MANAGEMENT RELATIONSHIPS

- Full compliance with collective bargaining standards
- Full acceptance of agency mission and goals as priority
- Mutual trust
- Nonlegalistic approach
- Problem centered negotiations/not abstract issues
- Widespread union-management consultation
- Problem sharing

COURSE AVAILABILITY AND CREDITS

May 24-25, 2006 in Arlington, VA (Code: P577)
August 28-29, 2006 in Arlington, VA (Code: P1012)

Open Enrollment:
Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Managerial Briefing on Government Labor Negotiation Mandates

- Discuss the latest mandates and issues facing labor management in government today
- Receive an update on union involvement in personnel issues, such as the DOD/DHS personnel system reform

The Basis for Successful Negotiations and Collective Bargaining

- Frame labor negotiations around mutual problems and solutions, not one-sided desires for change
- Implement a "non-legalistic" approach to labor negotiations

Challenges Faced During Collaborative Negotiations

- Discover perceptions assumed by both labor and management parties that hinder successful dialogs
- Understand and manage the way political pressures affect both labor and management's approach to negotiation

Negotiation Preparation: Part 1

- Organize your team by forming either a collective bargaining committee or a management negotiation team
- Understand the three crucial variables in any negotiation; power, time and information and establish effective logistical rules for controlling these variables

Negotiation Preparation: Part 2

- Establish effective logistical rules for bargaining, such as limitations on time and zipper clauses to focus labor negotiations and prevent waste
- Assess the union team to identify each team member's position, organization, background and probable objectives to determine who is in charge and where the weak links lie

DAY TWO

Understanding the Value of a "Bargaining Book"

- Provides a focal point for planning and help maintain bargaining committee continuity
- Use the concept of a bargaining book to delegate authority to committee members and identify potential issues and grievances

Communication Strategies and Tactics of Bargaining

- Utilize communication styles to establish more constructive bargaining relationships
- Incorporate the tactics of trial balloons, staging, questioning and summarizing to not only further negotiations but establish position

Analyzing a Union Proposal

- Effectively dissect a proposal to better negotiate your position
- Identify:
  What's the problem?
  Is there really a problem?
  Will the proposal help?
  What will be the proposal's impact?
  What costs are involved?
  Does the proposal conflict with laws, regulations or Executive Orders?
  How does this proposal relate to other proposals?
  Does the language in this proposal have the same meaning for management and union officials?

Employee Relations in Government

The 21st century HR manager plays a pivotal role in shaping departmental culture, which in turn, motivates employees to do their best work. HR managers must be equipped with the necessary leadership and mediation competencies to manage workplace conflict and promote a culture of performance in your department. Managing employee relations is part change management, part leadership, and part counselor. Employee relations ties directly into the bottom line, performance and results, which are all crucial to current and continued success within your agency.

Delegates will understand how the effective management of workplace relationships correlates to improved performance and achievement of agency goals. Participants will improve their conflict resolution and alternative dispute resolution skills through application and discussion sessions by understanding the root causes of these disputes and how to prevent them.

TEN COMMON BENEFITS OF ADR

- Complaints are processed more quickly & resolved earlier
- Litigation and other costs are lower
- Future complaints are avoided as parties learn to communicate better with each other
- Parties are more satisfied with the problem solving process and with the results
- Relations with contractors and other outside parties are improved
- The process leads to more creative solutions
- Internal morale is improved
- Turnover is lower
- Parties comply better with their settlement agreements
- Productivity is improved

© 2000 Presidential Report of the Interagency Alternative Dispute Resolution Working Group

COURSE AVAILABILITY AND CREDITS

January 12-13, 2006 in Arlington, VA (Code: P1011)
May 24-25, 2006 in Arlington, VA (Code: P576)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Establishing Effective Management Relationships with Employees

Employee Relations: Updates and Mandates in Government

- Discuss the latest mandates in employee relations and conflict resolution
- Understand how these mandates promote successful agency management

Linking Performance and Results to Workplace Relationships

- Dialog about how effective management of employees by managers effects overall productivity
- Develop core competencies necessary for effective self-management that achieve results

Employee Involvement in Agency Culture

- Motivate employees by building a culture based on employee involvement and participation
- Encourage employees to instigate change through regular management-employee dialogs

Performance Oriented Employee Empowerment

- Create opportunities for changes in roles and responsibilities to increase employee commitment
- Increase retention, commitment and productivity of your agency

Effective Communication During Times of Change

- Improve internal knowledge of change initiatives through your employee relations programs
- Prepare your employees for possible work-life changes using employee relation initiatives

DAY TWO

Conflict and Alternative Dispute Resolution

Alternative Dispute Resolution Mandates and Trends

- Administrative Dispute Resolution Act of 1996
- Administrative Dispute Resolution Act of 1998
- Presidents Management Agenda (PMA)

Understanding the Roots of Workplace Conflict

- Identify workforce and regulatory trends resulting in formal employee complaints
- Identify internal and external sources of office conflict affecting your programs' goals and objectives

Alternative Dispute Resolution Approaches and Techniques

- Examine ADR best practices and results from a federal agency
- Target your agency's organizational challenges and development

Effective Resolution of Manager-Employee Disputes

- Effectively use third party mediation as a tool to improve relations
- Reduce time lost to unnecessarily conflicts

Application Session: Assess Your Agency's ADR Program

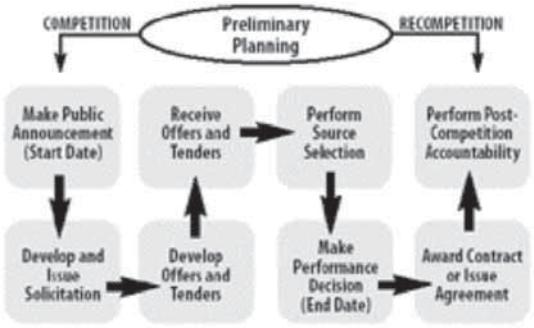
- Ensure your ADR program is providing an adequate ROI and positively affecting agency culture
- Align your employee relation programs with agency goals, organizational objectives and budget

Managing Competitive Sourcing

Human resources staff and management must work to minimize the adverse impact of cost comparison studies. Whether a decision is made to have a studied function contracted out or retained in-house, the agency will experience an impact. Continuous changes to A-76, OMB's guidance circular for managing public-private competitions, and legislation make it difficult for agency employees to stay on top of the rules of the game. Agencies need to acquire proper training in order to successfully fulfill their responsibility in the A-76 process. In this course, you will learn to develop a comprehensive strategy for competitive sourcing and conduct A-76 compliant competitions that are critical to achieving cost efficiency and performance effectiveness success in your agency.

To assist agencies in evaluating performance and costs of commercial activities, the Performance Institute uses a Logic Model approach to develop performance benchmarks and costs for activities.

THE STANDARD COMPETITION PROCESS



COURSE AVAILABILITY AND CREDITS

December 1-2, 2005 in Arlington, VA (Code: C149)
June 26-27, 2006 in Arlington, VA (Code: C155)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12.5 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Update: Directives and Developments Affecting the Competitive Sourcing Initiative

- Understand the latest from the Office of Federal Procurement Policy and Circular A-76
- Assess "standard" versus "streamlined" competitions and the new rules of competitive sourcing

Step 1: Establish the Competitive Sourcing Team and Infrastructure

- Clearly identify and define the roles and responsibilities of the Agency Team and Source Selectio
- Create the right infrastructure in order to develop and implement a successful competitive sourcing process in your agency

Step 2: Determine Jobs for Competition

- Classify jobs as "inherently government" or "commercial" under the FAIR Act
- Understand the role of human resources in the competitive sourcing process

Step 3: Select Appropriate Competition Method

- Examine how rules regarding the streamlined and standard competitions method can benefit your agency
- Discuss which competition method better suits agency objectives

Step 4: Establish and Conduct Competition Plan

- Begin project management planning by identifying the key processes to be used in your competition
- Establish a continuing communication and training plan for agency employees

Step 5: Make Public Announcement

- Devise an announcement which includes what, where, when and why the agency is conducting the competition
- Notify affected employees and parties of the competition

DAY TWO

Step 6: Appoint and Train PWS and Most Efficient Organizations (MEO) Teams

- Select individuals for managing both the PWS and MEO teams and assign roles and responsibilities
- Understand the rules of competitive sourcing and the issue of "firewalls" and tackle potential conflicts of interest

Step 7: Develop PWS and Quality Assurance Surveillance Plan (QASP)

- Identify the desired level of performance expected and develop PWS which focuses on outcomes, rather than outputs
- Establish measures in order to maintain continued performance management during the life of contract

Step 8: Prepare Government Tender

- Organize a MEO that has functional and managerial expertise

Step 9: Evaluate and Select

- Conduct a cost comparison using the COMPARE software
- Understand the roles and responsibilities of the Source Selection Authority (SSA) and learn to apply "best value" criteria

Step 10: Monitor and Manage Performance

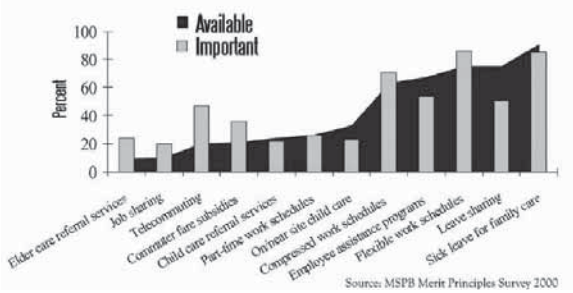
- Establish a clear line of performance objectives and measures to ensure service provider accountability
- Develop strategies for developing and implementing a performance reporting and surveillance system

Managing Employee Morale and Work-Life Programs

When employees are preoccupied with personal issues, whether they pertain to family, health, or emotional problems, individual and team performance can drop significantly. An employee's problems can have an enormous negative impact on your agency, reducing employee productivity and team effectiveness. Troubled employees may mean a lower performance for your entire organization; strong employee morale and work-life programs can reduce this negative impact. An effectively managed and implemented work-life program can improve employee retention, the handling of difficult HR problems, communication between management and the workforce, performance and productivity, as well as morale. These programs can help reduce absenteeism, turnover, delayed disciplinary action and lower health and benefits costs.

Participants will learn how to create a successful work-life program, to retain their workforce, as well as how to manage and maintain the necessary resources to keep morale and employee work-life programs a contributing factor in individual employee and agency success.

AVAILABILITY AND IMPORTANCE OF WORK-LIFE PROGRAMS



COURSE AVAILABILITY AND CREDITS

May 22-23, 2006 in Arlington, VA (Code: P575)
September 21-22, 2006 in Arlington, VA (Code: P1010)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Understanding the Importance of Work-Life Programs

- Maintain workforce success through effective personnel management

Responding to Employee Needs

- Promote manager-employee dialogs to devise effective programs that address employee needs
- Assess your workforce demographics to anticipate personnel problems and their solutions

Administering Work-Life Programs

- Develop core competencies for effective employee program management
- Balance managerial and programmatic responsibilities with professional relationships

Building the Case for Investment in Employee Moral Programs

- Involve human resources staff in developing long-term objectives for morale programs
- Tie morale programs to employee performance and project success to gain legitimacy for your initiatives

Managing Change through Work-Life Initiatives

- Teach employees how to manage change by helping them be more adaptable to unforeseen events that happen in their work life
- Keep your workforce informed of changes in morale and benefits programs

DAY TWO

Discuss Concerns in Benefits and Health Care Management in Government Today

- Dialog about concerns in changing benefit and health care management and legislation
- Determine the necessary competencies needed by a human capital manager when it comes to benefits management

Communicating Benefits Changes to Your Workforce

- Discover how to successfully integrate e-government programs to provide better benefits management and customer service
- Improve information sharing and transparency amongst managers and employees in regards to changes in benefits coverage

Utilizing HR Flexibilities to Attract the Best Employees

- Showcase your department's commitment to employee performance through work-life flexibilities
- Implement workplace flexibilities as rewards for improved performance and project completion

Tailor Work-Life programs to Fit Department Demographics

- Understand the needs of various workforce populations and what programs will enhance their professional performance
- Instruct employees on how to customize employee morale and work-life programs to enhance their performance while maximizing your department's investment in these programs

EMPLOYEE PERFORMANCE & DEVELOPMENT

Employee Performance Evaluations and Incentives

Effective evaluations of employee performance tie into almost every facet of human resources management. High performing employees are held accountable for their own individual success and can push forward agency improvement initiatives and projects at all levels. An effective employee performance management system is linked to agency mission and goals, has clear performance measures and truly recognizes and rewards outstanding performance. Managers must learn to move away from categorical performance rankings to a performance evaluation system that distinguishes between high and low performance, and put into place intermediate outcome measures for both projects and employees. These measures will help departments easily determine who should receive incentives and who should not.

This training will focus on developing employee performance evaluations that are in alignment with the Office of Personnel Management's Civil Service Regulations. You will acquire the techniques to recognize employee potential and transform those employees into the leaders of the future.

FOUR QUADRANTS FOR BALANCING EMPLOYEE EVALUATIONS

Innovations and Efficiencies	Workplace Excellence
Program Results	Customer Service

COURSE AVAILABILITY AND CREDITS

November 1-2, 2005 in Arlington, VA (Code: P428)
January 26-27, 2006 in Arlington, VA (Code: P567)
July 12-13, 2006 in Arlington, VA (Code: P568)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 13 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Employee Performance Evaluation Mandates and Trends

- Comply with the Civil Service Reform Act Criteria for SES Performance Appraisals
- Update on the DOD and DHS personnel reform legislation

Gaining Leadership and Stakeholder Involvement

- Distinguish between high and low performance
- Make sure that the management team knows the difference between pay for performance and pay for longevity

Aligning Employee Performance Plans to Agency Mission and Goals

- Determine how individual employees' accomplishments contribute to the overall mission of an agency
- Align training initiatives with goals set forth in your strategic plan

Ensuring Balance: Creating Employee Performance Measures

- Communicate measures to ensure they cover the evaluation's full life cycle and are evaluated once a year
- Periodically assess if you need to make changes to unrealistic or problematic standards

Assembling a Qualified Performance Review Board

- Create a diverse performance review board to oversee the evaluation of performance appraisals
- Establish performance indicators to be used in measuring the outcomes of employee performance

DAY TWO

Scheduling and Conducting Progress Reviews to Provide Feedback

- Provide feedback to employees and work groups on their progress toward reaching their goals
- Compare employee performance against their elements and standards

Making Meaningful Distinctions Based on Relative Performance

- Make meaningful distinctions between high- and low-performing employees
- Define performance expectations that reflect job requirements and more accurately assess individual performance

Communicating Performance Evaluation Results

- Provide clear, concrete feedback to employees about how their role supports the mission
- Conduct performance evaluations with your employees in a problem-solving atmosphere

Dealing with Poor Performers: Correcting Performance Problems

- Correct poor performance in a positive risk-mitigated way
- Recognize why leaders delay correcting poor performance

Linking Measured Performance to Salary Increases and Bonuses

- Develop a compensation program that motivates future performance and improves job satisfaction
- Create a system for employees who meet their performance expectations

Developing Non-Financial Incentives and Recognition Programs

- Establish balanced, flexible recognition programs
- Use competitive and prestigious non-monetary awards

Employee Development Management

Development of employee skills, knowledge and experience is essential in today's rapidly changing workplace. In order for the organization to remain competitive and to retain its reputation for excellence, employees should have up-to-the-minute information and the ability to use new technologies and adapt to organizational change. This training will teach you how to design an effective training and development program to support your organizational mission.

HR managers will learn how to identify performance requirements within an organization in order to direct resources to the areas of greatest need; those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services.

EMPLOYEE PERFORMANCE DEVELOPMENT INCLUDES



COURSE AVAILABILITY AND CREDITS

October 20-21, 2005 in Arlington, VA (Code: P472)
April 27-28, 2006 in Arlington, VA (Code: P569)
August 3-4, 2006 in Arlington, VA (Code: P570)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Performance Development Mandates and Trends
- Latest executive mandates affecting federal, state and local governments
- Understand the The Government Employees Training Act (GETA)

Adopting a "Performance-Based" Approach to Employee Development
- Align your employee development plan with agency strategic plans
- Build employee development plans that reinforce the requirements of the human capital plan

Part 1: Organizational Assessment
- Look at the effectiveness of the organization and determine where training is needed
- Identify environmental impacts and political trends

Part 2: Data Analysis
- Provides data about individual jobs and the knowledge needed to achieve optimum performance
- Collect job descriptions, performance standards and KSA analysis

Part 3: Individual Analysis
- Determine which employees need training and what kind
- Use performance evaluations, performance problems, work samples and interviews

Analyzing the Results of the Need Assessment
- Work with management to prioritize the training based on the urgency of the need
- Develop the instructional objectives for the training and development program

DAY TWO

Developing Individual Development Plans
- Understand the four principal occasions when preparation of a performance development plan might be considered
- Identify the specific steps to be taken and document a strategy for accomplishing these objectives

Implementing Employee Training and Development
- Describe the key steps in accomplishing successful job performance
- Develop specific descriptions of the intended outcomes or objectives of fully successful job performance

Evaluating your Developmental Program
- Hold supervisors in your department accountable for supporting employee development efforts

Monitoring, Counseling and Coaching Employees
- Create job rotation and mentoring programs to provide skills development
- Help employees identify their strengths, weaknesses, interests and values

Discussing Performance Improvement
- Establish what improvements are needed and the timeframe for achievement
- Identify potential solutions to performance problems

Communicating Your Plan: Explaining the Value of Employee Development Programs
- Create an infrastructure that facilitates open communication among all employee ranks
- Communicate the plan frequently and consistently throughout the organization

Leadership Strategies in the Public Sector

The key to agency success today is to develop strategies for leading people and change within the organization. Circumstances and persistence are major components in the developmental process of any leader. The human capital managers of today must possess traits which will help them motivate others and lead them in new directions. They must also be able to envision the future and convince others that their vision is worth following. At this interactive training, you will walk through OPM's *Executive Core Leadership Qualifications* and understand your leadership style and characteristics.

This training will focus on developing leadership strategies for human capital managers by applying OPM's *Executive Core Leadership Qualifications* as a template for becoming a leader in your agency. Through the establishment of this template, government HR personnel will be able to drive performance and accountability through their organization and deliver enhanced impact on project results.

THE OPM EXECUTIVE CORE LEADERSHIP QUALIFICATIONS INCLUDE:

ECQ 1: Leading Change
ECQ 2: Leading People
ECQ 3: Results Driven
ECQ 4: Business Acumen
ECQ 5: Building Coalitions/Communications

COURSE AVAILABILITY AND CREDITS

December 19-20, 2005 in Arlington, VA (Code: P1001)
March 13-14, 2006 in Arlington, VA (Code: P560)
September 18-19, 2006 in Arlington, VA (Code: P1002)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12.5 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Executive Leadership Mandates and Trends in Government

- Understand OPM's Executive Core Leadership Qualifications
- Leadership lessons and styles from the federal, state and local levels

What Type of Leader are You: Develop a Deeper Understanding of Your Personal Style and Competencies

- Understand what competencies you have to transform your organization: developing the vision, sharing the goals, gaining support, and delivering success

Developing Your Unique Leadership Vision

- Display and reflect the unique strengths, culture, values, beliefs and direction of the organization

Political Savvy: Managing Organizational Politics

- Identify the internal and external politics that impact the work of your organization
- Approach each problem situation with a clear perception of organizational and political realties

Improving Your Leadership Productivity

- Master the art of reverse priorities and short-circuiting the procrastination cycle to improve your time management
- Establish a clear direction for meetings

DAY TWO

Using Your Emotional Intelligence (EI) to Achieve Positive Results

- Consciously and carefully process and use emotional information and emotional energy
- Understand the 4 domains of EI: self awareness, self management, social awareness and relationship management

Results Focused Leadership Thinking

- Understand how the pressures for change are altering what leadership is and what is the biggest challenge that leaders face
- Build organizational integrity by the way you lead, setting the example that others desire to follow

Understanding How Leaders Instill Inspiration in the People They Lead

- Inspire, motivate and guide others in goal attainment
- Develop an effective performance management system

Leading People: Training and Mentoring Programs

- Develop a mentoring program based on agency goals such as increasing diversity or making your organization a better place to work
- Develop people to their fullest potential by providing training opportunities

Propelling Your Personal Growth Through Inter-Personal Relations

- Learn to win people's respect and trust and to inspire and motivate them to act for good
- Tap into the fundamental source of team synergy in order to create collaborative fusion

Devising a Leadership Development Plan for Personal Advancement

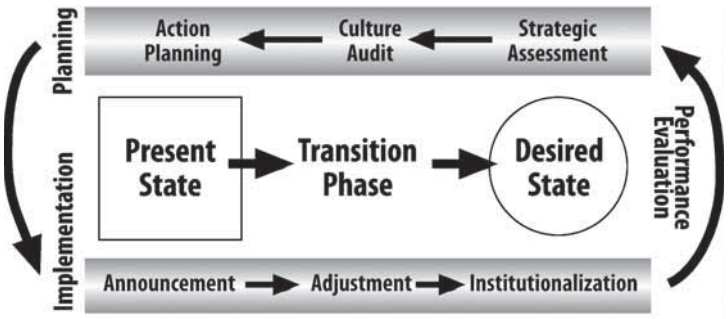
- Devise and implement an effective leadership performance strategy that maximizes your credibility as a leader
- Create an action plan to develop a more unified relationship with your staff

Leading Organizational Change in Government

Managing organizations during times of major change is one of the greatest challenges that human resources face. Continuous, overlapping change often causes losses in productivity, morale problems, increases in turnover and dysfunctional behavior. Leaders must learn how to not only manage change, but also how to manage the inevitable human transitions that people experience when faced with significant change. Whether it comes through strategic human capital planning or as a response to outside events, change must be managed effectively to achieve organizational excellence. Participants in this training will learn how to deal with these dual challenges and how to lead their employees through the change process.

This training will focus on developing a change management plan that is aligned with stakeholder requirements and bottom-line performance improvements. At the end of this interactive training, participants will be able to identify key concepts of organizational change and understand the dynamics at work within their human capital initiatives.

PLANNING AND MANAGING CHANGE



COURSE AVAILABILITY AND CREDITS

September 19-20, 2005 in Arlington, VA (Code: P387)
March 15-16, 2006 in Arlington, VA (Code: P561)
September 20-21, 2006 in Arlington, VA (Code: P1003)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12.5 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Understanding the Process of Organizational Change in Government

- Identify the frameworks required to manage change in your HR department
- Develop a strategy to differentiate between change and configuration management

Examining the Role of the Change Leader and Implementation Team

- Solidify senior leadership and stakeholder support for an integrated change process
- Evaluate risk and assess the critical elements of change

Planning for Change: Align Your Change Management Initiatives with Organizational Strategy

- Implement a change management plan to drive organizational results and enhance project performance
- Create clearly defined end-outcomes and develop strategies to meet your change management initiative

Assessing Internal and External Resistance to Change

- Evaluate risk and assess the critical elements of change
- Ensure your project can sustain change by building individual resilience

Building the Case for Change that Directly Addresses Points of Resistance

- Involve project staff in developing long-term objectives and planning for change
- Share power with team members and others to encourage the implementation of the change efforts

DAY TWO

Developing an Effective Communications Strategy to Lead Change

- Examine how to best communicate your change initiative to your internal workforce, external stakeholders and taxpayers
- Create employee buy-in and decrease resistance

Establishing Accountability for Change Implementation

- Ensure agency mission and vision are consistent with long-term "values"
- Institute a bottom-up process for reorganizing systems and processes
- Develop performance measures that are specific and accountable

Investing in Training to Facilitate Change Implementation

- Identify the core competencies required to develop and implement project critical success factors
- Identify and integrate key issues affecting the organization

Evaluating the Change: Ongoing Assessment of Decision Making and Change Initiatives

- Establish quarterly reviews to re-assess performance measures and the execution of the strategic plan
- Continue constant internal and external communication to deliver key messages concerning project implementation

Case Study: Developing Change Leaders

- Learn how to use leadership development programs to counter the loss of institutional knowledge
- Identify future project team leaders and assign decision-making roles

LEADERSHIP & CHANGE MANAGEMENT

Developing and Managing Project Teams in Government

The selection and management of your project team is as important as the project plan itself. Without a cohesive project team and the interpersonal chemistry to function as a unit, your project may fall short of everyone's expectations. Successful human resources managers utilize proven team management techniques in the selection, direction, and motivation of their team. The success of projects hinge on realizing the power of your team and being proactive in accepting responsibility for team output and results.

This course will take attendees through proven strategies for the development and management of government project teams. Based on the analysis of your project team using the *Myers-Briggs Type Indicator* (MBTI®), this course aims to develop key strategies for development of a qualified, efficient, and streamlined project team.

PROJECT TEAM MANAGEMENT PROCESS FLOW DIAGRAM



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COURSE AVAILABILITY AND CREDITS

November 14-15, 2005 in Arlington, VA (Code: T206)
March 15-16, 2006 in Arlington, VA (Code: T211)
July 13-14, 2006 in Arlington, VA (Code: T1001)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 13 CPEs
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COURSE AGENDA

DAY ONE

Overview of Competencies for the Ideal Government Project Team
- Identify key differences and advantages for each type of project team
- Explore the latest project management tracking tools
- Examine government-wide best-practices in team development, leadership and management

Developing and Integrating Organizational and Work Breakdown Structures (WBS)
- Integrate the organizational functions into your WBS
- Link measurable deliverables in your WBS to critical organizational and workforce structures

Planning Your Project Team
- Align your project team requirements with current organizational structures and government standards
- Establish a virtual project team aligned with project requirements and goals

Acquiring Your Project Team
- Assess project human capital needs and negotiate staff assignments with senior leadership
- Determine potential cost-efficiencies of acquiring external services using strategic sourcing

Aligning Workforce Competencies to Project Requirements and Risk
- Perform a gap analysis to determine training and developmental needs
- Examine core competencies outlined by OPM and the CIO Council

Managing a Diverse Project Team: Improving Communication Through Effective Workforce Analysis
- Assess your project team using the *Myers-Briggs Type Indicator* (MBTI®)
- Learn key techniques for effective diversity management

DAY TWO

Managing and Resolving Conflicts
- Examine lessons learned in successful conflict resolutions
- Manage pre-established biases and emotions using proven negotiation and influencing techniques

Improving Team Decision Making
- Delegate responsibility not authority to team members
- Communicate problem solving strategies to reach final consensus

Conducting Vital Project Meetings
- Create guidelines establishing the vital-few meetings for development, review and training
- Plan and execute effective steering committee meetings

Tracking and Reporting Team Performance
- Manage and track team performance using Earned Value
- Design standards for collecting and reviewing project performance information

Case Study: Developing High-Performing Project Teams
- Explore lessons learned from managing and developing project teams in government
- Determine best practices for ensuring project success through effective management of the project workforce

Application Workshop: Simulation-Based Project Team Management for Complex Projects
- Simulate a real life project scenario through each stage of the project life-cycle in a group exercise
- Respond to practical obstacles involved in managing project teams
- Participate in an instructor-lead critique of group results and receive recommendations for future improvement

Effective Communication in Government

Human resource professionals are often called upon to participate in the development of a communications process for conveying information to agency employees. Struggling to get the right messages across, dealing with employees' concerns and finding ways to empower line managers are just some of the communication issues that face organizations during major change. Learn how to effectively link departments within your agency and to incorporate change management into your internal communications plans. You will be equipped with the knowledge and the tools to develop a strategic internal communications plan that guarantees employee support and understanding of your organizations goals and missions.

This training will focus on linking the outcomes of your integrated internal communications plan into your agencies human capital plan and understand what kind of communicator you are.

PERCEPTION AND JUDGEMENT STYLES

Thinker • Logic and Reason • The "Right" Answer • Methodological • How? • Realities	**Intuitor** • Theory, Concepts & Ideas • Vision & Big Picture • Experimental/Creative • Why? • Possibilities
Sensor • Action NOW! • Results & Outcomes! • Practical • What and When? • Urgencies	**Feeler** • Emotion • Human Impact • Sympathetic • Who? • Individual Needs

Judgement Plane — **Perception Plane**

COURSE AVAILABILITY AND CREDITS

March 13-14, 2006 in Arlington, VA (Code: P578)
August 28-29, 2006 in Arlington, VA (Code: P1030)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE **Earn 12.5 CPEs**
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Understanding Your Communication Style Based on Myers-Briggs®
- Understand and analyze what type of communicator you are: Sensor, Feeler, Thinker, or Intuitor

Devising an Internal Communication Plan for a Major Initiative
- Sell employees on the value of the new initiative and how it will affect your organization in a positive way

Culture Assessment: Identifying and Using the Common Culture of Your Agency's Workforce in Communication
- Identify the values, principles, procedures and behaviors needed to achieve your agency's mission
- Brand your organization in order to guarantee employee support

Channeling Awareness: Analyze the Values of Your Employees and Develop Value-Based Messages
- Take into account the "Seven Stages of Coming to Public Judgment" to resonate with your employees
- Develop a message that stands out in an over-saturated workplace environment

Moving Individuals to Informed Judgment Through Effective Communications
- Understand the 7 Stages of Coming to Judgment
  Stage 1: Aware of Issue
  Stage 2: Sense of Urgency About Issue
  Stage 3: Exploring Alternatives
  Stage 4: Resistance to Trade-off's Produces Wishful Thinking
  Stage 5: Weighing Pros & Cons of Alternatives
  Stage 6: Taking Intellectual Stand
  Stage 7: Making Responsible Judgments

DAY TWO

Cascading Your Message Down: Communicating with Line Employees
- Create meaning with all employees
- Involve everyone in the organization in both inbound and outbound communications

Staying on Point: Delivering Consistent Messages to Supervisors, Employees, Vendors and Stakeholders
- Effectively prepare written material and review the writing of others
- Prepare for and present briefings to agency heads and senior staff

Learning to Speak With Authority
- Polish your platform skills in order to turn a well-reasoned argument into a smooth presentation
- Structure a logical and persuasive argument to prepare an audience based presentation

Communicating Through the Media
- Further utilize all mediums of communication to broadcast successes, challenges and changes within your agency

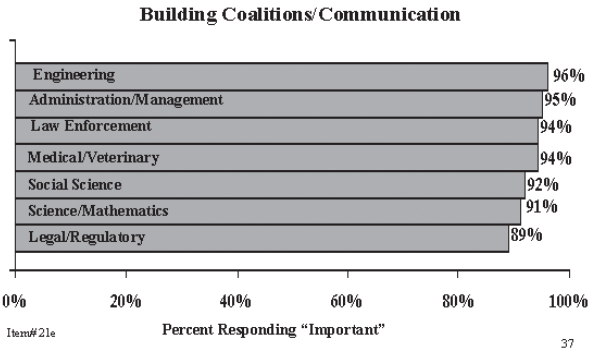
Staying on Message: Crisis Communication
- Learn to resolve conflicts resulting from difficult interactions with your peers
- Separate people from the problem in order to avoid the tendency to attack personalities

Building Coalitions in Government

An agency is defined by its leadership, its management style and its ability to work with other organizations. Coalitions have a strong impact on the agency's reputation, and the effects ripple down through the organization, specifically affecting employee morale and, of course, the bottom line—performance. As agencies continue to reorganize and/or refocus their strategic goals, effective leadership and coalition building is becoming recognized by human resource professionals as one of the cornerstones of organizational success.

During this training you will gain the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It will also help you develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

IMPORTANCE OF EXECUTIVE CORE QUALIFICATIONS BY OCCUPATIONAL GROUP



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COURSE AVAILABILITY AND CREDITS

March 16-17, 2006 in Arlington, VA (Code: P580)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Identifying and Developing your Coalition

- Analyze your organization's goals, needs, problems and resources and consider whether developing a coalition will help you achieve your goals
- Identify other organizations that have the desire and resources to join your coalition to achieve a common goal
- Enlist the involvement of other organizations as coalition members

Understanding The Interests of Each Member

- Develop a variety of well-defined activities that meet the needs of participating organizations and make use of the skills of coalition representatives
- Conceptualize and clarify the experiences, attitudes, values, and theory of change that characterize your coalition

Ethical Dilemmas: Understanding Do's and Dont's in Coalition Management in Government

- Clearly evaluate the conflict to determine if it is a true ethical conflict, or if it is a case of turfism
- Reflect on and maintain awareness of the power dynamics with grassroots partners

Communicating Within Your Coalition

- Use language that is appropriate to others' levels of understanding
- Talk with others in a way that facilitates openness, honesty and cooperation

Coalition Goal Setting: Creating a Collective Vision

- Provide a process for your coalition to develop a course of action for establishing realistic goals/objectives
- Create win-win goals that allow all members of the coalition to be successful and rewarded

DAY TWO

Working with Diverse Coalitions

- Become aware of the cultural diversity of the coalition
- Remove the major barriers that interfere with people from diverse cultures working together

Letting Your Coalition be Your Voice on the Hill

- Come to a consensus of moving toward collaboration where ideas are exchanged, problems resolved and participants learn to give and take
- Develop a strategy where each member has input into goals, methods and decisions

Dealing with Conflicts in Your Coalition

- Be prepared to compromise or modify your commitment to specific goals and to help other members adjust as necessary
- Establish a consensus on the "domain" of action for the coalition, and how the resources of members might relate

Evaluating the Coalition Collaboration Process

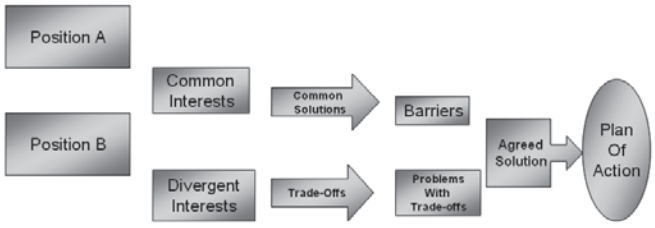
- Measure the quality and the integrity of your coalition by looking at its quality, comprehensiveness, information and advocacy
- Evaluate the major problems with the coalition and the unanticipated outcomes of working together

Effective Negotiation for Government Leaders

Whether it's with an employer, family member or business, we all negotiate for things each day like higher salary, better service or solving a dispute with a coworker or family member, negotiation is a fact of life. The key to success is remembering that everything is negotiable — and to get a deal you must ask for one. Many employees feel uncomfortable negotiating, thus shortchanging themselves because they refuse to engage in the process. They view negotiating as a contest of wills in which power determines outcome, each party seeks to one-up the other, and the typical employee doesn't stand a chance. This type of bargaining may produce some short-term results — but it's a win-lose process. Effective negotiation can produce an agreement that meets the needs of both sides while preserving the relationship

This training will provide delegates with negotiation skills, techniques and strategies to help them handle negotiable employment situations more effectively. Delegates will identify and maximize different styles of negotiation to better their positions and move up the workforce ladder quickly and effectively.

NEGOTIATING INDIVIDUAL POSITIONS TO PLANS OF ACTION



COURSE AVAILABILITY AND CREDITS

March 16-17, 2006 in Arlington, VA (Code: P579)

Open Enrollment:
Course Level: Intermediate
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $1095
[Group and Certification Discounts Available]

In-House Training:
$7500 per day for two days; maximum attendance 40
Contact the Institute to discuss customizing an in-house version of this class

CPE Earn 12 CPEs
CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Understanding Key Skills to Effectively Negotiate In and Out of the Workplace

- Develop a value-based negotiation techniques to foster productive, two-way dialogs
- Employ communication techniques to enhance your ability to explain, advocate and express facts and ideas in a convincing manner

Knowing When and How to Negotiate

- Master the art of picking your battles when it comes to negotiation
- Understand the traits associated with these styles of negotiation and what goals each style seeks to achieve: Analytical, Aggressive, Persuasive and Inclusive
- Effectively assess which negotiation style to use when discussing certain topics including making a business case, discussing a raise, or hiring new staff
- Identify who has the authority to negotiate changes within your organization

Defining Your Goals: Understanding Your Required Outcomes of a Negotiation

- Establish your own limits, what your goals are, and what would be considered a "win"
- Understand your audience and how to approach negotiations using various communication techniques

Scoping and Understanding Your Opponent's Position and Goals

- Size up the situation and understand the relative position of each party
- Approach each negotiation with tailored communication strategies to more effectively reach your audience

DAY TWO

Clarifying the Key Issues in a Negotiation

- Examine your priorities as a person and as a professional and align those with your negotiation goals
- Determine whether your needs are in line with the needs of organizational management

Evaluating Trade-Offs Between Competing Positions

- Understand budget and organizational constraints to tailor all of your negotiations and expedite the arbitration process
- Realize the importance of framing negotiation outcomes as "win-win" situations

Defining a Win-Win Situation

- Balance the desire to succeed with the need to remain open to new outcomes
- Establish red lines and green lines to limit possible acceptable outcomes

Making the Alternative to a Negotiated Agreement Unacceptable to Your Opponent

- Do not disclose your walk-away alternatives or remind opponents of the options you have should they not acceptably satisfy your needs
- Know what options your opponents have if no agreement is reached to help you construct likely outcomes

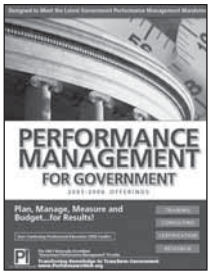
Finalizing and Sticking to Negotiated Agreements

- Minimize the chances of alienating other employees or agency management by creating overlaps between your goals with the goals of others
- Focus on your goals, not on winning

Other Offerings from The Performance Institute

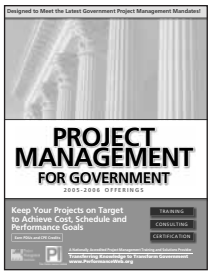
Performance Management

The Institute's most popular training program assists government managers in measuring and reporting the results of their programs. Through this comprehensive training program, you will master strategic planning, performance measurement, performance budgeting and program evaluation techniques. Designed with the latest government performance mandates in mind, you will emerge from courses armed with the skills to plan, measure, evaluate and budget...for results in government.



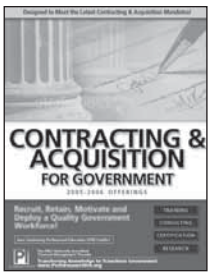
Project Management

Project management, performance measures, risk assessment, earned value, IT capital plans, contract management, strategy and planning…the list goes on and on! From the recent wave of management reforms sweeping across the federal government and almost every state capital, government project management mandates are on the rise. And now the use of Earned Value Management, a fundamental project management tool, is mandated under federal policy.



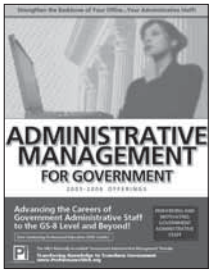
Contracting & Acquisition

In response to new requirements for performance-based contracting, competitive sourcing and earned value management in government acquisition, the Institute offers a training program designed exclusively for government contracting staff and those wanting to move into this field. Attendees will emerge from courses able to integrate performance measures into government contracts, craft performance-based "Statements of Work" and "Statements of Objective," engage in strategic "Solutions Development" using the acquisition process, and evaluate sourcing alternatives using cost and performance standards.



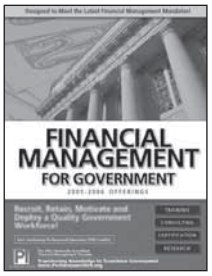
Government Administrative Management

The Institute offers a program designed to improve the efficiency and advance the careers of administrative assistants and office support personnel in government offices. Courses present the latest office management skills, including demonstrating leadership and personal effectiveness, managing conflict and projects, planning events, utilizing office technology and creating a personal development plan.



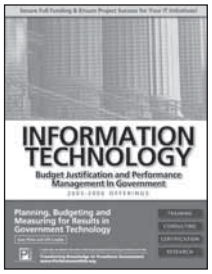
Financial Management

Government programs are under increasing pressure to become transparent with their finances: from tracking funds to reporting full cost of services. The Institute's financial management courses address the latest financial management standards in government, including accelerated financial reporting, improving internal controls, auditing program finances, integrating budget and performance and implementing activity-based costing.



Information Technology

One of the most high-risk areas in government management, agencies spend hundreds of millions of dollars on IT each year. OMB is now mandating accountability for the use of those resources through the Exhibit 300 and the E-Government Initiative of the President's Management Agenda. The Institute offers a government IT Management program addressing essential challenges facing today's IT professionals.



Social Services Management

Federal, state, and local social service programs (both run by government and partners of government) face some of the most difficult management challenges. The Institute offers a management training program designed exclusively for social service and public health program managers. Courses address a comprehensive set of issues including performance measures for social service and public health programs, performance-based contracting, measuring and reporting "hard-to-measure" outcomes, grants management and auditing, case management techniques (across program areas), workforce development tools and techniques and forging and management community partnerships.



Homeland Security Academy

With an increasing emphasis being put on homeland security initiatives in government, the Institute offers a training program designed to implement the latest Presidential directives and NIMS guidelines from the Department of Homeland Security. Topics include: emergency management and response, threat assessment and mitigation, incident command, critical infrastructure protection, homeland security grants management, performance measures for homeland security programs and cross-agency coordination and communication techniques.



Access the Catalogs and Complete Course Listings for All of the Institute's Training Programs Online at: www.PerformanceWeb.org/training



Government HR Innovations 2006

September 20-22, 2006
Washington, DC

To help your agency align human capital strategies with mission and goals and prepare for the future of government service—the Performance Institute and a coalition of good-government groups has assembled Government HR Innovations—the most comprehensive human capital management event being offered to government managers this year. Government HR Innovations, the signature HR event from our Institute, offers you and your team the opportunity to master new approaches to federal, state and local human resources management and to deliver improved and tangible results through a results-based approach to human resources. Federal, state and local human resources professionals will take away valuable knowledge on the latest issues facing human capital management, including:

- Recruiting for Government
- Cultivating Public Service Leaders
- Making Government an "Employer of Choice"
- Labor Relations
- HR Measures and Metrics
- Employee Training and Development
- Managing Human Resource Functions
- Pay for Performance
- Workforce Diversity



Recruitment and Retention Summit

June 12–14, 2006
Arlington, VA

Program and agency success lies within the hard work and dedication of the government workforce. A new generation of civil service employees is out there; help open the door to a rewarding civil service career to a new population of employees. This summit will bring together federal, state and local human resources managers and government recruiters to help discuss and devise strategies to motivate young people to become a part of the next generation of government workers. This summit will encourage delegates to:

- Discuss the latest recruitment ideas and trends with colleagues and government executives
- Benchmark your own recruiting practices against other agencies



Government Health and Benefits Management Summit

July 24–26, 2006
Las Vegas, NV

Attracting the best workforce and leadership talent to government is a top priority for all human resources professionals at the federal, state and local level, and the effective management of benefits is an important tool used to recruit and retain a dedicated workforce. This summit will provide personnel managers case studies and first-hand knowledge on how to effectively administer your agency's benefits programs, including:

- Better management of the health service provider relationship
- Strategically plan for your department's benefits needs



Diversity Recruitment Summit

February 22–24, 2006
Arlington, VA

Maintaining a diverse office population and allowing underrepresented populations the same opportunities in the government workforce is just one of many important tasks assigned to the government HR manager. This conference aims to provide the most in-depth and up to date best practices and strategies in diversity management and recruitment, including:

- Understanding and accessing diverse talent and markets
- Measuring the ROI of your diversity initiatives
- Creating a "diversity vision" for your organization



Women in Government Leadership

May 22–23, 2006
Arlington, VA

The professional female in government today has an enormous opportunity to assume positions of leadership and initiate change within their agency, yet they still face the challenges of fairness and equity. To help address the state of women leadership and develop strategies to expand and strengthen that leadership, the Performance Institute is presenting the Women in Executive Leadership Summit– this forum will exclusively discuss the advancement of women into leadership positions in government at all levels and provide conference delegates with the skills to:

- Ensure professional and personal development for continuous growth, advancement and career success
- Develop communication, leadership and teamwork strategies to increase personal effectiveness

To Register, Call 703-894-0481 or Visit www.PerformanceWeb.org

About The Performance Institute

Transferring Knowledge to Transform Government



The Nation's Leader in Government Performance Management

The Performance Institute is a private think tank seeking to improve government performance through the principles of competition, accountability, performance and transparency. The Institute serves as the nation's leading authority and repository on performance-based management practices for government. Our mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" organizations.

Through its national conferences on pressing issues, interactive training programs for government managers, best practice research and strategic consulting services, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance organizational performance.

The Performance Institute is the nation's largest and most influential government reform think tank. More than 10,000 government managers participate in the Institute's forums and research projects each year. With offices on both coasts, the Institute is staffed by experts passionate about reforming government, and maintains an impressive array of expert advisory boards in many policy areas.

The Institute has testified on a wide range of government reform issues before Congress and state legislatures. With its emphasis on performance-based management reforms, the Institute has evaluated numerous government programs and initiatives and has offered recommendations for improving cost efficiencies and performance results. Its white papers and analyses are routinely used by government officials to reform programs, shape policy and drive change.

The Performance Institute
1515 N. Courthouse Road
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Arlington, VA 22201
703-894-0481
fax 703-894-0482

Visit The Performance Institute online at:
www.PerformanceWeb.org

Receive CPE Credits

Continuing Professional Education Accreditation

The Performance Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417. Web site: www.nasba.org

GSA Schedule

Easy Access to Institute Consulting Services through MOBIS

(PI MOBIS Contract Number: GS-10F-0261M)

How Can I Register?

1. **ONLINE** at www.PerformanceWeb.org
2. **VIA FAX** to 703-894-0482
3. **VIA PHONE** to 703-894-0481
4. **VIA MAIL** to 1515 North Courthouse Road, Suite 600, Arlington, VA 22201

DELEGATE INFORMATION

NAME

TITLE

OFFICE

ORGANIZATION

ADDRESS

CITY STATE ZIP

TELEPHONE FAX

E-MAIL

PAYMENT INFORMATION

- ☐ TRAINING FORM
- ☐ PURCHASE ORDER
- ☐ CHECK (Accepted by mail only)
- ☐ CREDIT CARD

CREDIT CARD NUMBER

EXPIRATION DATE

NAME ON CARD

A CONFIRMATION OF YOUR REGISTRATION WILL BE EMAILED TO YOU WITHIN 2 BUSINESS DAYS.

PRIORITY CODE: P998-Web

COURSE SELECTIONS

Please Register Me for the Following Courses:

PROGRAM CODE	PROGRAM NAME	TUITION
		$1095
		$ 895*
		$ 795*
		$ 695*
		$ 495*
		FREE*

☐ **PLEASE ENROLL ME IN THE GOVERNMENT HUMAN CAPITAL MANAGEMENT CERTIFICATE PROGRAM**

Group discounts are available. For information about discounts for groups of three or more, please contact Blake Zach at (703) 894-0481 or Zach@PerformanceWeb.org

* To qualify for these discounted tuition rates, you must register and submit payment for all of the programs at the same time. If you choose to register for courses individually you will be charged the full amount each time.

Need help customizing your training program?

Call one of our curriculum managers at 703-894-0481.

CANCELLATION AND QUALITY ASSURANCE POLICY

The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to: Chris DeMaio, Chief Operating Officer, The Performance Institute, 1515 N. Courthouse Road, Suite 600, Arlington, VA 22201 (phone: 703-894-0481). We will evaluate individual complaints in a context of collective comments from the event. Note: A $150 service fee will be charged on cancellations received less than three weeks from the date of the event. A credit memo will also be sent reflective of that amount, which can be used for a future Performance Institute conference.

TRAINING LOCATION

Because the Institute offers convenient locations on both coasts, specific location details for each course will be sent out upon registration. City and state listings for each course are available in the "Individual Course Offerings" section of this catalog. Program participants are eligible for a discounted hotel rate at all locations.

RECRUIT, RETAIN, MOTIVATE AND DEPLOY A QUALITY GOVERNMENT WORKFORCE!



HUMAN CAPITAL MANAGEMENT FOR GOVERNMENT

Recruit, Retain, Motivate and Deploy a Quality Government Workforce!

The Performance Institute

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