Secure Full Funding & Ensure Project Success for Your IT Initiatives!



INFORMATION TECHNOLOGY

Budget Justification and Performance Management in Government

2005-2006 OFFERINGS

Planning, Budgeting and Measuring for Results in Government Technology

Earn PDUs and CPE Credits

TRAINING

CONSULTING

CERTIFICATION

RESEARCH

The Performance Institute

A Nationally Accredited Information Technology Management Training and Solutions Provider

Transferring Knowledge to Transform Government

www.PerformanceWeb.org

Federal
$65 Billion

State
$9 Billion

Local
$2.5 Billion

Billions in Government IT Spending...

But What Are the Results?

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The New Government IT Mandates...

Plan

Today, federal, state and local governments are moving toward the vision of integrated case management in an effort to provide seamless, citizen-centric services. Critical to achieving this vision are clear investment strategies that align with the agency mission and a responsive real-time IT infrastructure that delivers relevant information to citizens.

Budget

In order to receive funding and stay off federal or state watch lists, agencies need a strategic plan that provides a detailed vision of the organizational structure and processes that IT will support. It needs to describe future budget goals. It also needs to be specific enough to guide a long-term capital investment plan. Make sure your IT projects start off on schedule and in budget with a hard-core roadmap that will define how your agency performs its mission and serves its customers.

Manage

Well-managed IT investments can contribute greatly to the cost-effective achievement of an agency's mission. However, agency leaders must develop a plan to ensure technical compliance with federal and state mandates or local government regulations. Define project boundaries at the outset and use this definition to manage requirements throughout the project lifecycle.

Secure

We know the public expects high levels of service from the government, and that it uses the Internet more than ever before. Federal, state and local agencies have responded by trying to build consumer privacy protections into IT/online applications. Moreover, agencies must demonstrate that vital information is secure and up to date with NIST standards or NASCIO guidelines.

Measure

Nationwide federal, state and local agencies have committed to a results-oriented government, one that focuses on performance rather than process. With this emphasis on outcomes, IT systems are developed to provide a more efficient and/or more effective work process that supports the mission of the agency. Leading-edge organizations, from federal to local, use performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of their programs, processes and people.

What Does it Take to Effectively Budget and Manage Government IT Initiatives?

IT BUDGET AND PERFORMANCE MANAGEMENT

- IT Capital Planning and Investment Management
- IT Performance Measurements for Government
- Building Better IT Budget Justifications (Exhibit 300s)
- IT Enterprise Architecture

IT SECURITY MANAGEMENT

- Information Security Management for Government
- Certification and Accreditation for Government IT Security

IT PROJECT MANAGEMENT

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

GOVERNMENT CIO LEADERSHIP SKILLS

- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Business Analysis and Critical Thinking in Government
- Mastering the Government CIO Function

Access These Solutions Three Ways: Training... Consulting... and Research!

Drivers of New IT Management Standards for Government in the Past Year:

- Earned Value Management
- E-Gov Budget Cuts
- Data Reference Model
- Enterprise Architecture
- NASCIO Business Case Framework
- FAR Evaluations
- CPIC
- Exhibit 300 Documents
- Quicksilver

Training

The Performance Institute has developed a comprehensive information technology management training program designed exclusively for government IT managers. The courses are offered year-round at scheduled training events, and 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



Consulting

The Performance Institute's expert information technology managers and advisors provide a variety of IT management support services available to government agencies. Using the latest IT management methodologies customized to meet the unique needs of specific agencies, the Institute works directly with agencies on an enterprise-wide basis or on individual projects to assess and improve IT management success. In addition to keeping your projects on target for cost, quality and schedule goals, the Institute ensures full compliance by your agency with the latest IT management standards set by government decision-makers.



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 IT management practices in government. As information technology relies heavily on performance measurement, agencies will benefit from the Institute's "Performance Measures Database" which contains thousands of metrics and benchmarks used by government agencies for tracking and managing programs and projects.



Acquire the Latest Leadership, Budgeting and Performance Management Skills for Government IT Managers

With over 10,000 government managers attending more than 300 publicly offered programs annually, the Performance Institute is a leader in providing training to government. In the information technology skills area alone, the Institute offers training on 16 separate IT management topics. You will emerge from Institute training programs with a thorough understanding of all course concepts — and poised to apply what you have learned in a real and practical way in your work.



Attend Publicly Offered Events on Specific Information Technology Topics

Choose From Three Training Options

OPTION ONE
OPEN ENROLLMENT COURSES

OPTION TWO
IT MANAGEMENT CERTIFICATE PROGRAM

OPTION THREE
ON-SITE CUSTOMIZED TRAINING

Benefits of Training

Methodology-Driven Curriculum

All Institute training courses follow a clear and refined curriculum that is driven by the latest mandates and standards for IT management in government.

Competency-Based Education

Instructional approaches in Institute training courses are geared toward enhancing participants' skills and building the competencies for information technology management as defined by the Office of Management and Budget and the CIO Council.

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 IT leaders.

Addressing the Latest Mandates

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

2005-2006 Information Technology Course Schedule

AUGUST 2005

Earned Value Project Management
August 29-30, 2005 in Arlington, VA (P489)

SEPTEMBER 2005

Information Security Management for Government
September 15-16, 2005 in Arlington, VA (T199)

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

OCTOBER 2005

Project Management for Government
October 3-4, 2005 in Las Vegas, NV (P508)

Managing Project Risk in Government
October 5-6, 2005 in Las Vegas, NV (P511)

Earned Value Project Management
October 6-7, 2005 in Las Vegas, NV (P509)

Improving IT Budget Justifications and Exhibit 300 Submissions
October 11-12, 2005 in Arlington, VA (T485)

IT Performance Measures in Government
October 24-25, 2005 in Arlington, VA (T205)

NOVEMBER 2005

IT Capital Planning and Investment Management in Government
November 3-4, 2005 in Arlington, VA (T188)

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

Integrated Project Planning in Government
November 21-22, 2005 in Arlington, VA (P507)

Project Management for Procurement
November 29-30, 2005 in Arlington, VA (T207)

DECEMBER 2005

IT Enterprise Architecture in Government
December 1-2, 2005 in Arlington, VA (T202)

Mastering IT Project Management
December 5-6, 2005 in Arlington, VA (T208)

Business Analysis and Critical Thinking in Government
December 15-16, 2005 in Arlington, VA (P1004)

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

JANUARY 2006

Certification and Accreditation for Government IT Security
January 26-27, 2006 in Arlington, VA (T1007)

Information Security Management for Government
January 30-31, 2006 in Arlington, VA (T1005)

FEBRUARY 2006

Managing Project Risk in Government
February 8-9, 2006 in Arlington, VA (P553)

Earned Value Project Management
February 9-10, 2006 in Arlington, VA (P555)

Mastering the Government CIO Function
February 23-24, 2006 in Arlington, VA (T225)

Certification and Accreditation for Government IT Security
February 28-March 1, 2006 in Arlington, VA (P558)

MARCH 2006

IT Enterprise Architecture
March 2-3, 2006 in Arlington, VA (T1006)

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

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)

Integrated Project Planning in Government
March 20-21, 2006 in Arlington, VA (P557)

APRIL 2006

Project Management for Procurement
April 10-11, 2006 in Arlington, VA (T210)

IT Capital Planning and Investment Management
April 24-25, 2006 in Arlington, VA (T213)

IT Performance Measures in Government
April 25-26, 2006 in Arlington, VA (T214)

Improving IT Budget Justifications and Exhibit 300 Submissions
April 27-28, 2006 in Arlington, VA (T215)

MAY 2006

Information Security Management for Government
May 1-2, 2006 in Arlington, VA (T217)

Certification and Accreditation for Government IT Security
May 3-4, 2006 in Arlington, VA (T224)

Business Analysis and Critical Thinking in Government
May 11-12, 2006 in Arlington, VA (P562)

IT Project Management
May 22-23, 2006 in Arlington, VA (T212)

JUNE 2006

Project Management for Government
June 5-6, 2006 in Arlington, VA (P552)

Managing Project Risk in Government
June 7-8, 2006 in Arlington, VA (P554)

Earned Value Project Management
June 8-9, 2006 in Arlington, VA (P556)

IT Enterprise Architecture
June 22-23, 2006 in Arlington, VA (T218)

JULY 2006

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

Improving IT Budget Justifications and Exhibit 300 Submissions
July 17-18, 2006 in Arlington, VA (T216)

Integrated Project Planning in Government
July 20-21, 2006 in Arlington, VA (P1000)

Certification and Accreditation for Government IT Security
July 24-25, 2006 in Arlington, VA (P559)

AUGUST 2006

Mastering the Government CIO Function
August 10-11, 2006 in Arlington, VA (T1010)

Project Management for Procurement
August 30-31, 2006 in Arlington, VA (T1000)

IT Performance Measurements
August 30-31, 2006 in Arlington, VA (T1004)

SEPTEMBER 2006

Certification and Accreditation for Government IT Security
September 1-2, 2006 in Arlington, VA (T1008)

IT Capital Planning and Investment Management
September 5-6, 2006 in Arlington, VA (T1003)

Mastering IT Project Management in Government
September 13-14, 2006 in Arlington, VA (T1002)

Leadership Strategies in the Public Sector
September 18-19, 2006 in Arlington, VA (P1001)

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

Project Management for Government
September 18-19, 2006 in Las Vegas, NV (T219)

Managing Project Risk in Government
September 20-21, 2006 in Las Vegas, NV (T221)

Earned Value Project Management
September 21-22, 2006 in Las Vegas, NV (T220)

Full Descriptions of Courses and an Up-To-Date Schedule are Located Online at:

www.PerformanceWeb.org/Training

All Institute Information Technology Courses Offer CPE Credits and Select Courses Offer PDUs!

Check Individual Course Listings for Total Credits and Units Awarded.

Project Management Institute R.E.P.

CPE CONTINUING PROFESSIONAL EDUCATION

Get Certified in the Latest Government IT Standards!

Many government managers are now required to receive formal information technology certification. To address this need the Performance Institute offers a Certification program in Information Technology Management and offers a complete package of courses to help you stay up-to-date on the latest standards in your field. Completing a certification program is easy. Just attend the three "core" information technology courses and an additional three "elective" courses based on the topics that meet your agency's unique needs. The skills you acquire will then be used to complete a "demonstration packet" on a particular issue that you and your department are facing, which will then be evaluated by an expert member of our staff.



Enroll in the IT Budget and Performance Management Certification Program

Benefits of the Certificate

Advance Your Career as an IT Manager

By completing the Institute's certification program, you will receive formal recognition as an IT manager trained in the latest IT competencies. You will also receive CPE credits for all courses and PDUs for select courses to bolster your credentials.

Meet New Certification Requirements

To hold a position as an information technology manager in government you must demonstrate a working knowledge of current mandates and compliances. Receiving your certification as an IT 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.

> "In 2004, some 47% of federal IT managers were given bonuses based on project management skills."
>
> - FEDERAL TIMES

How the Certification 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

- IT Capital Planning and Investment Management
- IT Performance Measures in Government
- Improving IT Budget Justifications and Exhibit 300 Submissions

3 ATTEND THREE ELECTIVE COURSES

Information Technology Security Management

- Information Security Management in Government
- Certification and Accreditation for Government IT Security
- IT Enterprise Architecture

Government CIO Leadership Skills

- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Business Analysis and Critical Thinking in Government
- Mastering the Government CIO Function

Information Technology Project Management

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

4 COMPLETE DEMONSTRATION PROJECT

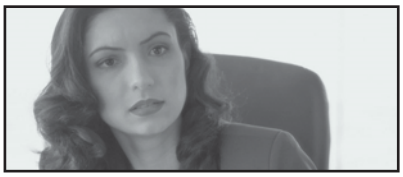
All certificate candidates are required to propose and complete a "demonstration project" at their agencies. This allows you to apply the skills learned in the program while sharing the benefits with your agency. Participants can select a project of their choice, but must submit a tangible product that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

5 RECEIVE IT MANAGER CERTIFICATION

Receive your certification in government information technology from the Performance Institute, along with the CPE credits and PDUs that you've earned.

The Institute's government information technology certification program will help you advance your career as a technology manager by honing the skills you need to make an immediate impact at your agency. Tailor the program to your specific job responsibilities by selecting from a wide 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.

Sample Programs

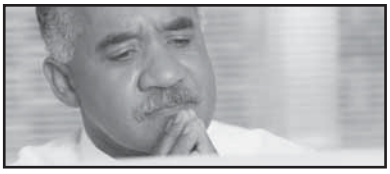


IT Budget Analyst

Courses

- Project Management for Government Procurement
- Earned Value Project Management
- Managing Project Risk in Government

Demonstration Project: Completion of an Exhibit 300 Budget Justification



Deputy CIO

Courses

- Mastering IT Project Management in Government
- Masterng the the Government CIO Function
- IT Enterprise Architecture in Government

Demonstration Project: Development and Implementation of an Enterprise Architecture System

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

Enhance the Skills of Your Entire IT Team through On-Site Training

One of the more popular vehicles for accessing the Institute's information technology education management is on-site delivery of training. On-site training allows you to select coursework on content that directly relates to your team's needs. More importantly, the Institute's on-site training courses draw examples from your organization and typically use a "case study" project that can be used as an actual work product for your team 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 Project Team

How the Institute Customizes its Training

STAGE ONE
MISSION AND IT MANDATE ALIGNMENT

STAGE TWO
IT WORKFORCE ASSESSMENT

STAGE THREE
IT WORKFORCE DEVELOPMENT PLAN

STAGE FOUR
TRAINING DELIVERY

STAGE FIVE
MEASURE AND REPORT IT PERFORMANCE

Benefits of On-Site Training

Tailored Programs to Fit Your Unique Needs

The Performance Institute will customize training courses to fit your agency's specific needs. Single courses can be offered or an entire package of specialized courses can be offered. Create a customized information technology 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 Information Technology Management Certification Program* in-house to help drive implementation of specific agency IT management initiatives.

Draw from Your Own Program Challenges

Instructors will examine agency programs for specific examples to use during each training course. Interactive exercises can employ an actual project or scenario from within your agency.

Integrate with Other Initiatives

Training can be the perfect complement to other initiatives being managed by your 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 your 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 12-27 or combine IT management courses with courses from the Institute's other comprehensive training programs (see page 28).

Performance Measurement and Evaluation

- Strategic Planning in Government
- Developing and Using Performance Measures in Government
- Performance-Based Budgeting
- Lean Six Sigma for Government
- Program Evaluation and Analysis
- Collecting and Managing Performance Information
- Auditing and Improving Performance Information
- 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

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

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

Administrative Management

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

Contracting and Acquisition Management

- Managing Competitive Sourcing
- Strategic Sourcing in Government
- Performance-Based Contracting
- Monitoring and Managing Contract Performance
- Structuring and Measuring a Most Efficient Organization (MEO) for A-76 Competitions
- Project and Acquisition Planning for A-76 Competitions
- Ethics in Government Contracting

IT Budget and Performance Management

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

For more information, contact

Blake Zach at 703-894-0481 or

Zach@PerformanceWeb.org

Ten Ways the Institute Can Improve Your IT Budget Justifications

Enhancing the OMB Exhibit 300 Process

Through to the Office of Management and Budget's Exhibit 300 business case, government agencies are now asked to demonstrate solid project management strategies and measure how IT spending will support the achievement of agency mission. The Performance Institute offers consulting services on the evaluation, development and improvement of Exhibit 300 submissions to OMB. Whether you need us to review your business case or develop one from start to finish, the Performance Institute is able to use its vast inventory of Exhibit 300 best practices and first-hand knowledge of the OMB rating process to ensure a high score.

State and Local Government

Reacting to ever increasing budget constraints, many states and municipalities have required that IT funds be justified against mission goals and project benchmarks. Grounded in standards developed by the National Association for State CIOs (NASCIO), the Performance Institute will develop individual IT business cases or implement a budget justification framework for your agency that aligns IT investments with tangible results for the taxpayer.

GSA Schedule

Easy Access to Institute Consulting Services through MOBIS

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

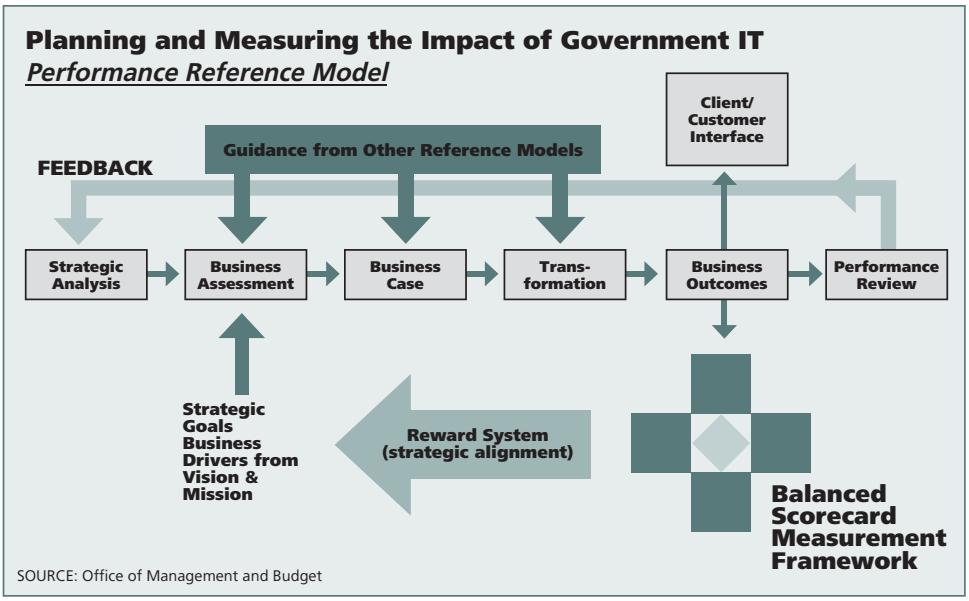
Free One-Hour IT Performance Management Strategy Briefing

Receive an update on the Institute's IT measures database and IT business case best practices led by our senior consultants

IT Performance Management Consulting Lead: Bob Tettelbach at 703-894-0481 or Tettelbach@performanceweb.org

1. Demonstrate Earned Value
2. Align to Effective Enterprise Architecture
3. Develop Mission-Aligned Performance Measures
4. Conduct Comprehensive Alternative Analysis and Risk Assessment
5. Establish Proper Security Controls
6. Integrate Budget Justifications with Project Life-Cycles
7. Align Technical and Business Architectures
8. Link Strategic Plans to Project Results
9. Identify Differences Between Development, Modernization and Enhancement and Steady-State
10. Establish Clear Roles for Integrated Project Teams

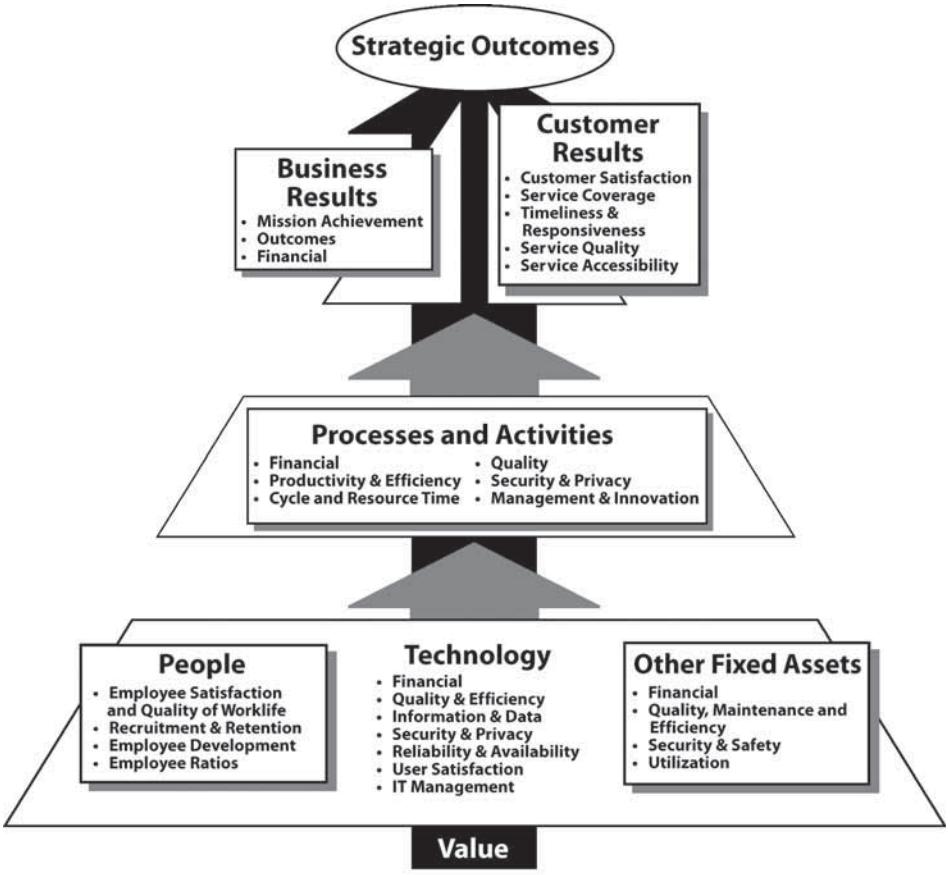
Ensure the Funding and Future of Your IT Initiatives by Aligning With New IT Budget Guidelines!



The Performance Institute offers government agencies consulting services in the design and implementation of IT performance management systems, as well as in building effective IT budget business cases. To help government agencies meet IT performance and budgeting challenges, the Institute provides advice and facilitation in the development of IT capital plans, performance measures, project management policies, enterprise architecture alignment, risk management and life-cycle forecasts. These critical elements of IT project management are then woven into an effective budget business case for presentation to decision makers.

IT Management Consulting Services Provided by the Performance Institute:

IT Capital Planning
IT Performance Measures
Earned Value Project Management
Enterprise Architecture Analysis
Budget Justification/OMB Exhibit 300s



Let the Institute Develop Your Business Case!

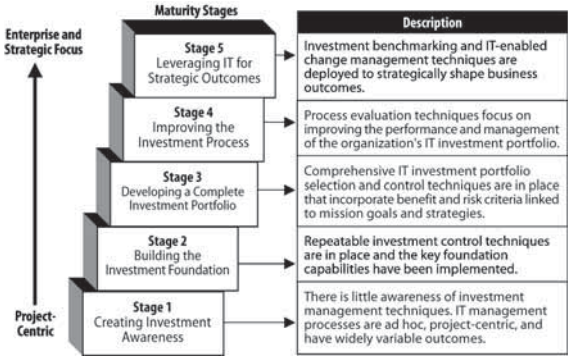
IT BUDGET AND PERFORMANCE MANAGEMENT

IT Capital Planning and Investment Management in Government

Capital planning and investment management are the cornerstones of managing IT project portfolios in government and are key competencies identified in the CIO Council's Qualification Guidance. This course will provide a comprehensive methodology for creating an effective IT capital plan to ensure that your IT projects are well-planned, well-funded and well-executed using a clear investment strategy.

The framework developed by GAO, Information Technology Investment Management, utilizes a methodology comprised of key practices that contribute to attainment of a maturity stage in the management of your IT portfolio. These methodologies will enable you to utilize comprehensive portfolio and project management strategies in order to make sound IT decisions.

THE FIVE STAGES OF MATURITY WITHIN ITIM



Source: Government Accountability Office

COURSE AVAILABILITY AND CREDITS

November 3-4, 2005 in Arlington, VA (Code: T188)
April 24-25, 2006 in Arlington, VA (Code: T213)
September 5-6, 2006 in Arlington, VA (Code: T1003)

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

Project Management Institute R.E.P. — Earn 13 PDUs

CPE — Earn 13 CPEs — CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

IT Capital Planning Guidance and Mandates in Government

- Updates from the 2002 E-Government Act
- Understand the requirements of Clinger-Cohen and OMB Circulars A-130, A-11 and the Exhibit 300 and 53 processes

The Framework: Government Technology Maturity Model for IT Investment

- Understand the GAO framework and get an update on new changes
- Learn how the framework will provide a clear structure for assessing IT capital planning
- How to apply it, how to benchmark against it, how to advance through the stages and implement best practices

Stage 1: Creating Investment Awareness

- Recognize strategic elements and implementation methods
- Determine requirements for proposal justifications
- Conduct a risk analysis and establish success metrics

Stage 2: Building the Investment Foundation

- Determine IT investment board operation, project oversight and asset tracking
- Examine business needs for IT projects

Stage 3: Developing a Complete Investment Portfolio

- Use the Information Technology Investment Portfolio System (ITIPS)
- Establish authority alignment of IT investments boards
- Plan for technology acquisition and architecture development

DAY TWO

Stage 4: Improving the Investment Process

- Establish post-implementation reviews and feedback
- Ensure portfolio performance evaluation and improvement
- Apply system and technology succession management

Stage 5: Leverage Information Technology for Strategic Outcomes

- Ensure investment process benchmarking
- Implement IT-driven strategic business change
- Advance from IT strategy to organizational results

IT Capital Planning: What Gets Measured is What Gets Done

- Determine metrics for portfolio development
- Establish portfolio performance management
- Discover the tools and techniques for accurate performance measures

Case Study: Implementing IT Capital Planning and Investment Management

- Acquire strategies and best practices from federal agencies using the ITIM framework

IT BUDGET AND PERFORMANCE MANAGEMENT

IT Performance Measures for Government

The Office of Management and Budget (OMB) clearly emphasizes a focus on results and the importance of performance measurement in all facets of government. Through the Exhibit 300, which requires agencies to develop IT performance measures and align with the Federal Enterprise Architecture, OMB will continue to scrutinize agencies for measurable performance and increased efficiency, interoperability and business justifications in IT over the coming year. Attend this interactive forum to ensure your agency is equipped with innovative, comprehensive practices needed to measure tangible results in government IT and ensure budget funding.

Government information and technology performance measures allow IT project managers to evaluate, communicate and prioritize IT strategy to project teams and senior leadership. In this course you will acquire the ability to develop performance measures in ten key IT management areas based on measures in the Federal Enterprise Architecture. You will also walk away from this course with sample IT performance measures actually used by best-in-practice government agencies.

INFORMATION TECHNOLOGY MANAGEMENT AREAS

The Government Performance Logic Model

Input	← Activities and Outputs	← Intermediate Outcomes	← End Outcomes
$ FTE	*Cost Efficiencies*	*Improved Services* *Enhanced Capability*	*Improved Results*
Input	→ Activities and Outputs	→ Intermediate Outcomes	→ End Outcomes

COURSE AVAILABILITY AND CREDITS

October 24-25, 2005 in Arlington, VA (Code: T205)
April 25-26, 2006 in Arlington, VA (Code: T214)
August 30-31, 2006 in Arlington, VA (Code: T1004)

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

Project Management Institute R.E.P. **Earn 13 PDUs**

CPE **Earn 13 CPEs** CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Latest Mandates and Guidance for IT Performance Measures in Government
- Updates from the 2002 e-Government Act, Clinger-Cohen and OMB Circulars
- Understand new standards for the Federal Enterprise Architecture
- Learn recommendations to "get to green" on the E-Government Initiative of the President's Management Agenda

IT Performance Measures: Gauging Project Success and Efficiency
- Focus on measures that will meet requirements of the Exhibit 300
- Implement performance measures that will evaluate program success and serve as a management tool for decision making
- Integrate performance measures with IT strategy to create measurable results

Integrating the Government Performance Logic Model and Federal Enterprise Architecture (FEA)
- Develop common performance measures that communicate your program's internal and external priorities
- Create ongoing insight into project progress, risks and corrective actions

Mission and Business Impact
- Improve budget justifications by measuring the impact of IT on business results
- Demonstrate the value of IT to stakeholders and taxpayers

Citizen Service and Customer Results
- Enhance web operational- and cost-efficiencies while maintaining citizen service quality
- Utilize the American Customer Satisfaction Index (ACSI) to benchmark performance in terms of citizen satisfaction

Quality and Effectiveness
- Determine the extent to which technology complies with standards for best practices and satisfies capability and functionality requirements
- Identify measures of effectiveness versus efficiency

DAY TWO

Cost and Schedule Efficiencies Using Earned Value
- Utilize earned value measures to track, report and manage schedule and budget requirements
- Provide evidence of reliable cost data and a direct link between cost efficiencies and the implementation of a particular project

Security and Risk
- Develop measures for IT security and privacy using the FEA Security and Privacy Profile
- Ensure thorough analysis of IT performance by quantifying IT risk

Information Sharing
- Explore the vital few measures for standardization and data quality
- Implement strategies for cross-agency collaboration through internal and external data sharing

Government Resources
- Examine measures for IT functions including HR, financial and administrative management
- Ensure accountability and transparency across functional silos

Help Desk and Support Delivery
- Enhance performance by developing a common policy and architecture framework for your IT help desk
- Analyze and streamline the data transmission process for improved service support delivery

Systems Integration and Interface
- Analyze system architecture and establish standards for systems interoperability
- Define capabilities for communicating, transporting and exchanging information with the end-user

Improving IT Budget Justifications and Exhibit 300 Submissions

The Office of Management and Budget has recently changed its Exhibit 300 requirements. Agencies are being asked to demonstrate and measure how their IT spending will support the achievement of agency missions through the use of mission-aligned performance measures, the President's Management Agenda and the Federal Enterprise Architecture. In order to comply with OMB and achieve full funding for your projects, it is vital for your agency to stay on top of the latest changes and be aware of best practices for building better IT business cases.

Based on the most common pitfalls identified by OMB as reasons for a failing score, this course focuses on 10 key requirements for receiving a passing score on Exhibit 300 submissions. Attend this course to utilize existing project information to address each area of the Exhibit 300 process in order to ensure a high score and save valuable time.

TOP TEN REQUIREMENTS FOR A SUCCESSFUL IT BUSINESS CASE

1. Demonstrate earned value
2. Develop mission-aligned performance measures
3. Conduct comprehensive alternatives analysis and risk assessments
4. Align security controls with Federal Enterprise Architecture
5. Close gaps in financial evaluation criteria
6. Integrate budget justifications with project life-cycles
7. Align technical and business architectures
8. Link strategic plans to project results
9. Identify differences between Development, Modernization, and Enhancement (DME) and Steady-State project business cases
10. Establish roles for IPT

COURSE AVAILABILITY AND CREDITS

October 11-12, 2005 in Arlington, VA (Code: T485)
April 27-28, 2006 in Arlington, VA (Code: T215)
July 17-18, 2006 in Arlington, VA (Code: T216)

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

Project Management Institute R.E.P. Earn 13 PDUs

CPE Earn 13 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Update on OMB Directives and Pending Changes in Exhibit 300

- Examine important mandates involved in the Exhibit 300 process
- Explore updates in the E-Government Initiative of the President's Management Agenda
- Understand new changes in the Exhibit 300 process

Developing and Using IT Performance Measures

- Discover the importance and value of performance measures relative to IT initiatives
- Develop performance measures to align IT goals with your agency's strategic mission

"Top Ten" Ways to Significantly Improve the Quality of Your Exhibit 300 Submission (Part 1)

- Identify and use ALL relevant guidance and instructions
- Respond to subject areas that cross multiple sections including IT security

"Top Ten" Ways to Significantly Improve the Quality of Your Exhibit 300 Submission (Part 2)

- Learn how to apply project management techniques to complete the Exhibit 300
- Integrate the Exhibit 300 process into your agency's life cycle management processes

DAY TWO

Alternatives Analysis and Financial Calculations

- Identify standards that facilitate completion of calculations
- Develop cost models for the three required alternatives

Investment Description and Justification

- Apply lessons learned from past exhibits to improve the section's technical and qualitative aspects
- Identify key "must-do" and "should-do" principles
- Identify source documents to help with these sections

President's Management Agenda

- Learn the fundamental concepts of complying with the PMA
- Use PMA principles to strengthen your business case in other areas

Effective Project Management

- Identify the relationship between the program manager, external stakeholders and project team
- Explore a project management approach to facilitate completion

Risk Inventory

- Use a project management approach to complete the risk inventory
- Identify additional risk factors and execute risk-management
- Learn a simple taxonomy for linking outcomes, outputs, assumptions and risks to measures

Acquisition Strategy

- Learn the fundamentals of performance-based contracting
- Learn the fundamentals of a performance-based statement of work
- Apply the fundamentals to completing section I.G.

Examining Part II of the Exhibit 300

- Develop the response to the enterprise architecture section
- Use NIST Special Publication 800-26 to satisfy FISMA and Exhibit 300
- Address GPEA, data quality, privacy and records management

IT Security Management in Government

In accordance with the Federal Information Security Management Act (FISMA), government agencies are being held accountable to demonstrate steps taken to ensure the protection of their information and information systems. In order to meet the requirements of these important laws and mandates, agencies must take the steps to implement key information security standards. Attend this course to gain the management skills and standards to meet the requirements of these mandates.

Attend this training to implement a six-step management process necessary to comply with key FISMA requirements. Utilizing NIST guidance and mandates as a framework for implementing comprehensive security controls, apply key countermeasures necessary to ensure the integrity of your agency's information systems.

SIX STEPS TO IMPLEMENTING EFFECTIVE SECURITY STANDARDS

Step 1: Categorization Standards
Step 2: Mapping Guidelines
Step 3: Minimum Security Requirements
Step 4: Risk Management Framework
Step 5: System Security Plan
Step 6: Certification and Accreditation

COURSE AVAILABILITY AND CREDITS

September 15-16, 2005 in Arlington, VA (Code: T199)
May 1-2, 2006 in Arlington, VA (Code: T217)
January 30-31, 2006 in Arlington, VA (Code: T1005)

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

Project Management Institute R.E.P. Earn 13 PDUs

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COURSE AGENDA

DAY ONE

Overview of Current Information Security Guidelines and Requirements in Government

- Federal Information Security Management Act (FISMA)
- Emerging Guidance from Office of Management and Budget and the National Institute for Standards and Technology

Understanding Security Terminology and Identifying Employee Roles

- Identify key security safeguards and their relationship with various business processes
- Assign security responsibilities for staff at the management and operational level

Information Security within a Performance Framework

- Use the Government Performance Logic Model to determine outcome-oriented performance measures for security controls
- Develop a security performance plan using a set of succinct measures linked to mission goals and your strategic plan

Step 1: Categorization Standards

- Develop standards to categorize information and information systems based on risk level and information sensitivity
- Use categories to determine appropriate information security controls

Step 2: Map Security Guidelines

- Identify information and information systems to be included in each category
- Plan for specific security controls necessary for each category

Step 3: Minimum Security Requirements

- Determine and implement minimum security requirements that align with each part of the business process
- Utilize established requirements to select, implement and manage various IT services

DAY TWO

Step 4: Apply a Risk Management Framework

- Utilize NIST guidelines and publications to apply an integrated risk assessment
- Implement eight steps to manage, track and minimize risk in IT projects

Step 5: Implement a System Security Plan

- Benchmark current security controls against mandatory requirements
- Develop a plan for implementing controls necessary to close remaining security gaps

Step 6: Certification and Accreditation

- Conduct a thorough assessment of management, operational and technical aspects of information systems
- Discover lessons learned from existing evaluation and validations programs

APPLICATION WORKSHOP: Developing a Security Assessment Report

- Implement the six-step process to develop a complete security assessment report in compliance with FISMA requirements
- Understand the key elements of a high-scoring report

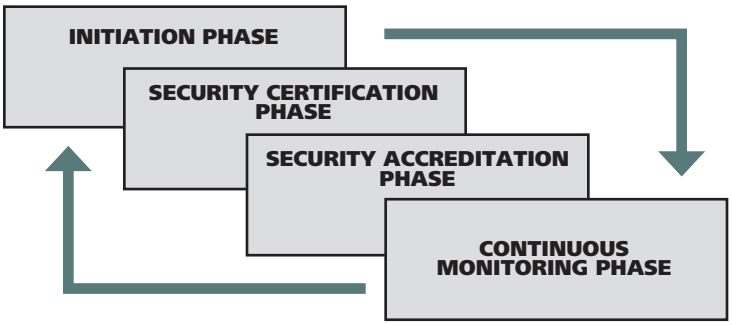
Certain topics follow guidance from the National Institute for Standards and Technology

IT SECURITY MANAGEMENT

Certification & Accreditation for Government IT Security

The Federal Information Security Management Act (FISMA) mandates that all agencies certify and accredit all their major information systems. In addition, the Office of Management and Budget requires that 90% of all major information systems be certified and accredited in order to "Get to Green" on the E-Government scorecard of the President's Management Agenda. Attend this course to discover the latest tools and techniques for establishing a cost-efficient, streamlined and verifiable C&A process.

This course will walk through each step of the 800-37 C&A process while highlighting the latest automation techniques, proven strategies for mitigating risk and key audit standards. This course will also identify and assess the differences between NIST and DISTCAP standards and outline the impact of each.



SOURCE: NIST

COURSE AVAILABILITY AND CREDITS

May 3-4, 2006 in Arlington, VA (T224)
September 1-2, 2006 in Arlington, VA (T1008)

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

Project Management Institute R.E.P. Earn 13 PDUs

CPE Earn 13 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on FISMA and NIST Directives and Developments

- Hear the latest news and guidance on government security and C&A, including FISMA requirements and NIST publications
- Discuss "what's next" in security reform from inside the top computer security agencies

The Impact of Effective C&A on Improving Your Annual FISMA IT Security Scorecard

- Discover several critical success factors in implementing an effective C&A process
- Explore best practices in automating time constraining functions
- Learn an effective methodology for implementing the C&A process

Automating the C&A Process to Streamline Operations

- Fully integrate an automated C&A process with business operations and IT management
- Lessen burden while increasing transparency and verifiability with a paperless system

Determine the Total Cost to Certify and Accredit Information Systems

- Categorize and group multiple information systems
- Certify and accredit grouped systems to reduce costs

DAY TWO

Implementing the Federal Enterprise Architecture

- Comply with OMB mandates to integrate security and privacy across all lines of business
- Align business and management level security requirements with technical controls needed at the system level
- Balance the need for information sharing with the application of security and privacy policies

Identifying Roles and Resources and Garnering Support from Stakeholders

- Identify key participants in the C&A process
- Acquire agreement and support from senior agency security staff, stakeholders and constituents
- Align C&A process and security controls with agency security requirements

Assessing Security Controls and Documenting Certification

- Develop a verifiable and transparent documentation system to withstand demanding security reviews and audits
- Implement effective and cost-efficient security controls that align with mission needs and reduce risks
- Execute a cost-benefit analysis to determine the best security controls in terms of costs, system usability and risk

Conducting Risk Assessment and Authorizing Information Systems

- Conduct a thorough risk assessment to ensure compliance with agency and FISMA security requirements
- Identify remaining vulnerabilities and propose corrective actions taken to minimize risk
- Communicate accreditation decisions to stakeholders and auditors

Managing Information Systems for Continued Assurance

- Establish potential security gaps not pinpointed in the accreditation phase
- Assess the impact of future changes and upgrades to information systems
- Communicate security vulnerabilities to agency staff and end-users to diminish future incidents

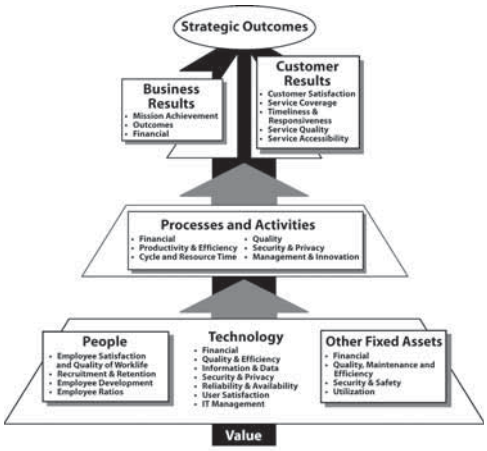
IT BUDGET AND PERFORMANCE MANAGEMENT

IT Enterprise Architecture in Government

With more and more agencies adopting and implementing Enterprise Architecture (EA) at the federal, state and local levels, decision-makers in government are seeing benefits across a wide variety of business functions. EA is fundamental in aligning IT with mission needs and reducing silos in the application and use of technology, a key requirement of the OMB Exhibit 300. Attend this course to determine the use of EA in improving investment management, cross-agency collaborative efforts, systems integration and service delivery.

The *Performance Reference Model* (PRM) is a framework for IT performance measurement that provides common application measures for IT projects throughout the federal government. It allows agencies to better manage the business of government at a strategic level while providing a means for gauging progress. The *Business Reference Model* (BRM) provides an organized, hierarchical construct for describing the day-to-day business operations for government projects.

PERFORMANCE REFERENCE MODEL



Source: Federal Enterprise Architecture Program Management Office

COURSE AVAILABILITY AND CREDITS

December 1-2, 2005 in Arlington, VA (Code: T202)
June 22-23, 2006 in Arlington, VA (Code: T218)
March 2-3, 2006 in Arlington, VA (Code: T1006)

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

Project Management Institute R.E.P. ® Earn 12.5 PDUs

CPE Earn 12.5 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on the Latest Enterprise Architecture Mandates and Guidance in Government
- Hear the latest updates on Clinger-Cohen, the Exhibit 300 and the President's Management Agenda
- Learn new guidance from the Federal Enterprise Architecture Program Management Office

Enterprise Architecture Overview: Using Technology to Support Mission Goals and Delivering Organizational Value
- Identify key methodologies, tools and terminology
- Understand the use and application of Enterprise Architecture in IT

IT Within a Performance Framework: Implementing the Government Performance Logic Model
- Develop mission aligned goals, performance measures and performance strategies
- Utilize the logic model to demonstrate the impact of technology on mission goals

EA Best Practice: Applying the Life-Cycle Approach
- Understand the Enterprise Architecture life cycle
- Link project goals and objectives to architecture components

EA Best Practice: Improving Cross-Agency Collaboration
- Utilize Enterprise Architecture to integrate duplicative business processes and reduce silos
- Develop a common language among diverse management functions

DAY TWO

EA Best Practice: Initiating Organizational Change
- Utilize EA to introduce new systems for driving business change
- Remove silos to drive execution of organizational strategies

EA Best Practice: Aligning Information Security with Agency-Related Mission Needs
- Align business and management level security requirements with technical controls needed at the system level
- Balance the need for information sharing with the application of security and privacy policies

EA Best Practice: Assessing Maturity
- Apply a maturity model for enterprise architecture
- Perform a gap analysis and develop strategies for improvement

EA Best Practice: Managing IT Contracts for Improved Service Delivery
- Integrate EA with business process architecture
- Demonstrate cost and time efficiencies to the customer and stakeholders

Developing IT Performance Measures: EA and the Exhibit 300 Process
- Develop mission-aligned performance measures using the Performance Reference Model
- Utilize performance measures to demonstrate project impact on mission goals

Application Workshop: Developing an Implementation Plan
- Align business and management requirements with IT functions
- Utilize Enterprise Architecture to drive decision-making

IT PROJECT MANAGEMENT

Mastering IT Project Management in Government

With increasing complexity and growing dollar thresholds, government IT projects are inherently high-risk. This potentially devastating impact on government performance has triggered OMB to mandate effective project management in the Exhibit 300 and identify 770 projects which they have deemed at risk of failing on their IT "watch list." Furthermore, the CIO Council has mapped OPM 2210 Series competencies with project risk levels to establish vital project manager skills needed for career advancement. In this course you will master proven techniques in IT project management and walk through key competencies outlined by OPM and the CIO Council.

This training will deliver an in-depth look at necessary IT project management competencies outlined in the OPM 2210 series and used by senior management, OMB, the CIO Council and human resources managers to determine project management qualifications. Each competency is aligned with essential IT project management functional areas, resulting in a knowledgeable project manager, capable of delivering in all areas of an IT project.

OPM 2210 SERIES: KEY IT PROJECT MANAGEMENT COMPETENCIES

Configuration Management
Data and Information Management
Information Resources
Strategy and Planning
Info Systems/Network Security
IT Architecture
IT Performance Assessment
Infrastructure Design
Systems Integration
Systems Life Cycle
Technology Awareness

COURSE AVAILABILITY AND CREDITS

December 5-6, 2005 in Arlington, VA (Code: T208)
May 22-23, 2006 in Arlington, VA (Code: T212)
September 13-14, 2006 in Arlington, VA (Code: T1002)

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

Project Management Institute R.E.P. ® Earn 13.25 PDUs

CPE Earn 13 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on the Latest Project Management Mandates for Information Technology in Government
- Receive updates on new changes to the Federal Acquisition Regulation, OMB's Exhibit 300 and the Clinger-Cohen Act
- Examine the CIO Council's Risk-Based Project Manager Guidance and OPM's 2210 Series

Maintaining Relevance: Keep Up With Changes in Your Organization, IT Project Portfolio and Technological Advancements
- Sustain an external view to ensure that organizational changes that may impact or negate your project goals
- Stay abreast of technological changes to ensure your IT solution does not become obsolete

Quality and Earned Value Management for IT Projects
- Examine cutting-edge quality management concepts and explore the application and benefits of each
- Utilize Six Sigma techniques to manage and evaluate project quality

Managing Software Projects
- Establish key customer service, usability and transaction oriented metrics for measuring software performance
- Identify best practices in software management

Managing E-Government Projects
- Utilize performance measures to ensure a customer-centric focus
- Explore pressing challenges unique to E-Government managers

Controlling IT Risk and Information Security
- Develop an effective risk management plan using NIST mandates and guidance
- Understand the latest strategies for managing project risk and maximizing security controls

DAY TWO

Project Management for Systems Integration
- Understand challenges that make systems integration projects high-risk
- Develop key project requirements for industry contractors and agency partners

Systems Life-Cycle Management
- Establish project goals, objectives and risk plans for each stage of the systems project life-cycle
- Determine interdependencies on other projects in the organization and assess impact on project goals

Infrastructure Design and IT Architecture
- Analyze your network configuration and assess related security threats
- Pinpoint critical success factors in aligning IT project objectives with your organization's enterprise architecture

IT Configuration Management
- Implement a configuration management systems to track system operations, proposed changes and approval protocols
- Utilize systems development models to determine needed configuration changes and tasks for systems modernization

Conducting a Project Close Out for IT
- Establish firm deadlines and determining factors for project completion
- Verify completed scope criteria and customer acceptance
- Understand closeout specifications for IT contracts

Performing an Operational Analysis for Steady System Projects
- Determine which types of systems projects require operational analysis
- Link operational analysis with earned value metrics and the Performance Reference Model

Application Workshop: Developing an IT Project Management Plan
- Develop an effective project management team based on your type of IT project
- Assess, manage and mitigate risk for improved project results

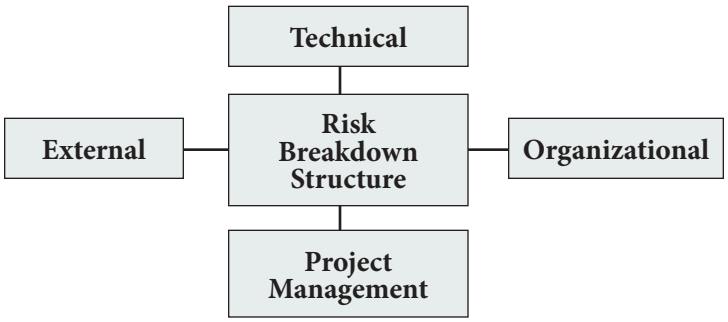
IT PROJECT MANAGEMENT

Managing Project Risk

The management and analysis of project risk is essential to completing a successful project. The Federal Acquisition Regulations and the Defense Acquisition Regulations require that project managers account for risk in most types of government contracts. Additionally, OMB has mandated that IT project managers explain potential project risks and provide mitigation plans in the Exhibit 300 in order to stay off their IT "watch list" and ensure maximum funding. Project risk must be evaluated, tracked and communicated to senior management, stakeholders and customers. In the course, learn both an individual and enterprise approach to risk management.

Managing Project Risk in Government provides project managers with key techniques and methodologies needed to identify, assess, measure and mitigate project risk. Attendees will utilize the latest management tools including risk management life-cycle framework, PMBOK® risk management knowledge area, risk monitoring and control tables, risk breakdown structure and risk-adjusted return on investment charts to improve the management of risk. By developing a risk response plan as detailed in the PMBOK®, attendees will understand the differences in risk throughout the entire project lifecycle.

RISK BREAKDOWN STRUCTURE FOR GOVERNMENT PROJECTS



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COURSE AVAILABILITY AND CREDITS

October 5-6, 2005 in Las Vegas, NV (Code: P511)
October 20-21, 2005 in Arlington, VA (Code: P490)
February 8-9, 2006 in Arlington, VA (Code: P553)
June 7-8, 2006 in Arlington, VA (Code: P554)
September 20-21, 2006 in Las Vegas, NV (Code: T221)

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
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COURSE AGENDA

DAY ONE

Updates on the Latest Risk Management Mandates and Guidance in Government

- Review emerging trends and standards for risk management
- Receive updates on the Federal Acquisition Regulations, OMB Circular A-11, Exhibit 300, Clinger-Cohen and the most recent GAO "High-Risk" report
- Learn key techniques for integrating project risk management plans into cost-plus contracts and IT projects

Risk Management Overview: Methodologies, Tools and Terminology

- Define roles, develop necessary skills and identify competency gaps
- Understand its importance and learn key risk management techniques
- Explore the latest challenges in managing government projects in a "high-risk" environment

Understanding Risk within the Project Life-Cycle

- Identify and mitigate potential elements of risk in each phase of the life-cycle
- Learn common risks for each stage and integrate them into the risk management plan

Key Techniques for Effective Risk Management Planning

- Create a Risk Breakdown Structure
- Develop risk deliverables and communicate mitigation strategies to project stakeholders

Identifying Project Risk

- Determine and prioritize risks that threaten project performance
- Construct strategies to overcome or mitigate risks

DAY TWO

Implementing "Tough" Metrics: Quantifying Project Risk

- Establish effective metrics for measuring risk
- Evaluate potential impact on cost, efficiency and performance goals

Integrating Risk into Project Tracking and Reporting

- Update management on project risk impacting critical mission goals
- Track risk trends and mitigation factors using Earned Value Management

Planning and Managing Risk Response

- Link each identified risk with a strategic response
- React rapidly to resolve unplanned project obstacles

Integrating Risk into Return on Investment Analysis

- Utilize effective tools for calculating risk-adjusted ROI
- Link risk assessment to capital planning and investment management

An Enterprise Approach to Risk Management: Developing an Enterprise Risk Profile

- Determine enterprise behaviors and trends in managing risk
- Establish a single framework to consolidate risk management processes in multiple projects

Application Workshop: Developing a Risk Management Plan

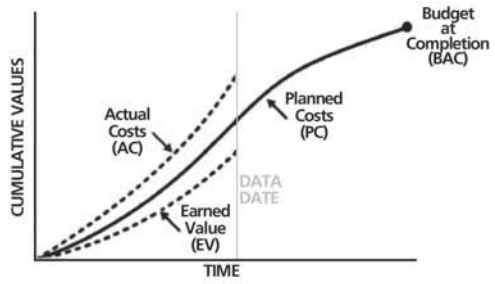
- Design a comprehensive risk management plan using a step-by-step process
- Create a strategic framework for identifying, monitoring and mitigating project risk

Earned Value Project Management

Earned Value Management (EVM) is a key tool used to track, measure and report project performance and prevent cost and schedule overruns. In addition to being one of the central requirements for "Getting to Green" on the President's Management Agenda, now the Federal Acquisition Regulation requires agencies to implement EVM standards for most contracts as well as criteria for receiving a passing score on the OMB Exhibit 300. Implementing EVM across your agency's project portfolio also allows managers useful, prompt and verifiable data for assessing achieved efficiencies. Also, learn data analysis techniques to demonstrate a positive impact on program results.

By attending this course, you will receive the latest tools for not only reporting project data, but also managing project performance and integrating teams. By following a comprehensive 7-step process for Developing and Using Earned Value Management Systems (EVMS), attendees will acquire the latest tools and methodologies to ensure your project remains within cost, schedule and performance requirements. This time tested methodology walks through each stage of implementation of EVMS and delineates the use of the most cutting edge methodologies.

EARNED VALUE PERFORMANCE REPORTING



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COURSE AVAILABILITY AND CREDITS

August 29-30, 2005 in Arlington, VA (Code: P489)
October 6-7, 2005 in Las Vegas, NV (Code: P509)
February 9-10, 2006 in Arlington, VA (Code: P555)
June 8-9, 2006 in Arlington, VA (Code: P556)
September 21-22, 2006 in Las Vegas, NV (Code: T220)

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

Project Management Institute R.E.P. Earn 12.5 PDUs

CPE Earn 12 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on the Latest Earned Value Management Mandates and Guidance in Government

- Learn requirements for using EVM to "Get to Green" on the President's Management Agenda
- Receive updates on EVM mandates including the Federal Acquisition Regulation, Clinger-Cohen, OMB Circular A-11, and the Exhibit 300
- Explore OMB and agency-specific changes in policy and standards for EVMS

Earned Value Management Overview: Methodologies, Tools and Terminology

- Define roles, develop necessary skills and identify competency gaps
- Understand the potential impact of using EVMS and explore the latest project tracking tools
- Define the use of EVMS across various organizational functions and contract types

Step 1: Define and Charter the Project

- Determine project goals, strategies, objectives and scope
- Garner support and resources from project stakeholders

Step 2: Integrate the Work and the People

- Link your Work Breakdown Structure to critical organizational structures with measurable deliverables
- Align performance objectives among stakeholders and project partners

DAY TWO

Step 3: Authorize the Project Plan

- Gain consensus on planned budget, cost and performance targets
- Maintain project objectives through effective change management

Step 4: Track and Manage Project Performance

- Learn effective techniques for tracking progress and adapting to unplanned obstacles
- Identify project milestones and apply performance-based incentives

Step 5: Analyze and Report Project Metrics

- Measure and report project cost, schedule and performance
- Understand key techniques and project management tools to improve performance reporting

Step 6: Control and Save the Project Baseline

- Understand earned value calculation techniques and implications
- Use data from past projects to develop strategies for project improvement

Step 7: Maintain the Performance Baseline

- Utilize effective tools for calculating risk-adjusted ROI
- Link risk assessment to capital planning and investment management

Application Workshop: Alignment Using Earned Value in Project Management

- Develop schedule, budget and performances requirements for a project plan
- Use Earned Value analysis for strategic decision-making
- Exchange best practices in addressing current project challenges in a peer-to-peer solutions exchange

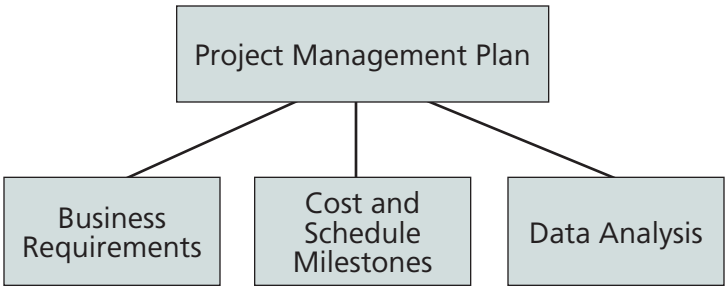
IT PROJECT MANAGEMENT

Integrated Project Planning in Government

Creating a Work Breakdown Structure is crucial to the planning and development of project goals, deliverables, risk mitigation strategies and critical success factors. Furthermore, the Federal Acquisition Regulation, Clinger-Cohen and OMB's Exhibit 300 require that IT managers demonstrate effective project planning and alignment with mission goals. In this course, you will learn the most cutting-edge solutions and tools for planning multiple projects and techniques for reducing risk through the development of work and organizational breakdown structures.

This program will utilize methodologies rooted in the PMBOK® for the planning and scoping of government projects, using the Work Breakdown Structure as a link to project risk, organizational deliverables and life-cycle prioritizing. Establishing cost, schedule and performance baselines provides a reliable foundation for future decision making in the execution phase. Develop an integrated project plan to identify, organize and manage all areas of the Work Breakdown Structure in a single plan.

KEY ELEMENTS OF AN EFFECTIVE WORK BREAKDOWN STRUCTURE



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COURSE AVAILABILITY AND CREDITS

November 21-22, 2005 in Arlington, VA (Code: P507)
March 20-21, 2006 in Arlington, VA (Code: P557)
July 20-21, 2006 in Arlington, VA (Code: P1000)

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

Project Management Institute R.E.P. ® Earn 12.5 PDUs

CPE Earn 12.5 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

State of Practice and Guidelines for Project Planning in Government
- Understand standards for project planning in federal, state and local government
- Learn the latest departmental requirements for project delivery
- Explore pending OMB and agency-specific policy changes for project budget justifications

Integrated Project Planning Overview: Methodologies, Tools and Terminology
- Define roles and develop necessary skills to effectively deliver on planned objectives
- Identify and respond to potential risks and address competency gaps preventing project success
- Understand the application of the Work Breakdown Structure as a planning and reporting tool

Defining Project Goals and Deliverables
- Budget your project and develop a Statement of Work
- Determine cost, schedule and performance requirements

Planning Your Project Scope
- Scope your project based on enterprise environmental factors and organizations assets
- Conduct an alternatives identification and stakeholder analysis

Enhancing Communication with Senior Leadership
- Acquire key techniques in reporting poor performance and plans for improvement
- Develop automatically built-in project stop-and-checks to avert project failure

DAY TWO

Determining Project Milestones
- Develop project milestones from contract requirements
- Integrate milestones into project schedule and budget

Designing a Work Breakdown Structure for Simple Versus Complex Projects
- Understand the WBS relative to project scope
- Develop a standard WBS framework

Creating a Project Quality Plan
- Establish a quality plan using a quality process model
- Determine quality standards based on project goals and contract requirements

Establishing an Effective Project Team
- Plan a qualified project team based on project requirements
- Conduct a gap analysis to determine training and development needs

Identifying and Communicating Project Risk
- Learn to identify, prioritize and mitigate risk
- Understand key frameworks for assessing risk

Application Workshop: Developing a Work Breakdown Structure
- Employ various frameworks to develop a WBS
- Utilize WBS to determine deliverables, scope and identify risks
- Address current project challenges in a peer-to-peer solutions exchange

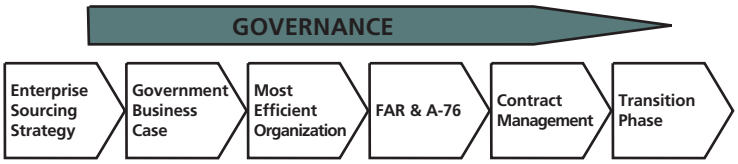
IT PROJECT MANAGEMENT

Project Management for Government Procurement

Government is now more results-oriented at the federal, state and local level, particularly in the way government contracts are written and managed. Effective project procurement management is critical to delivering increased productivity and enhanced results in government contracts. Now, under the Federal Acquisition Regulation as well as in the OMB Exhibit 300 and the Clinger Cohen Act, project management is a requirement for most contract types. Attend this course to walk through each stage of the procurement life-cycle, from project planning and initiation to monitoring and reporting.

This training will focus on proven government project procurement methodologies aiming to improve planning, execution and performance throughout all critical stages of the contract life-cycle, from developing a project procurement plan to standards for closing a project. In addition, attendees will learn key techniques to master the development and communication of contract requirements, a fundamental and challenging project procurement management skill.

CRITICAL ELEMENTS OF THE PROJECT PROCUREMENT MANAGEMENT PROCESS



COURSE AVAILABILITY AND CREDITS

November 29-30, 2005 in Arlington, VA (Code: T207)
April 10-11, 2006 in Arlington, VA (Code: T210)
August 30-31, 2006 in Arlington, VA (Code: T1000)

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

Project Management Institute R.E.P. — Earn 13.25 PDUs

CPE — Earn 13 CPEs — CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Updates on the Latest Project Procurement Management Mandates and Guidance in Government
- Understand new Federal Acquisition Regulation and identify the need for and application of Earned Value Management (EVM)
- Understand how contract types, dollar thresholds and life-cycle stages require EVM or Operational Analysis under federal policy
- Examine contracting requirements in OMB's Exhibit 300 and the Clinger-Cohen Act

Advancing Procurement Integrity Awareness
- Examine ethical issues, review agency policies and implement standards for corresponding with potential solutions providers
- Understand the culture of heightened sensitivities surrounding project procurement and contracting officers

Developing, Evaluating and Validating Contract Requirements
- Learn key techniques to negotiate and communicate project requirements with senior leadership
- Validate, prioritize and assess key requirements based on customer needs and project goals
- Gain stakeholder and contractor consensus for final project specifications

Planning the Project Contract
- Identify service, product and performance criteria for the contract
- Develop an integrated procurement management plan and associated documentation

Designing a Contract Statement of Work
- Create a SOW based on project scope, contract requirements and the Work Breakdown Structure
- Learn key writing and communication techniques for SOW development

Creating Effective Partnership Agreements
- Determine advantages of partnering to achieve project objectives
- Develop a performance-based partnership agreement

DAY TWO

Monitoring and Reporting Contract Performance Information
- Implement standards for data collection and report on contractor obligations
- Calculate project earned value to determine cost and schedule variables

Managing the Contract
- Administer interfaces and requirements between different providers and project partners using a quality control system
- Implement change control standards that result in effective corrective actions

Closing the Contract
- Review final contractor performance against project deliverables and stated requirements
- Ensure final project results are documented and verifiable to withstand litigation and potential audits

Case Study: Administering a Successful Contract using Earned Value Management
- Establish an EVM system that integrates with the program to manage government contracts
- Monitor and manage the contract to ensure the project remains within acceptable limits for cost, schedule and performance

Application Workshop: Create a Procurement Management Plan
- Implement a procurement management plan to manage multiple service providers from the project initiation phase to the closeout phase
- Establish protocols for contract documentation and develop project requirements
- Delegate responsibility for make-or-buy decision, contract selection, schedule development and cost control to the project team

IT PROJECT MANAGEMENT

Developing and Managing Project Teams in Government

Project success often hinges solely on the quality and productivity of your project team. An essential part of project management and planning, the OPM 2200 Series and CIO Council Project Manager Guidance outlines key competencies essential to a high-performing project team. In this course, master critical strategies for designing an effective project team, administering competency development, negotiating conflicts and managing diversity.

This course will take attendees through proven strategies for the development and management of government project teams, resulting with a proven framework for establishing the key players needed for an integrated project team. 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

Project Management Institute R.E.P. — Earn 13 PDUs

CPE — Earn 13 CPEs — CONTINUING PROFESSIONAL EDUCATION

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

GOVERNMENT CIO LEADERSHIP SKILLS

Leadership Strategies for the Public Sector

The key to department 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 IT managers of today must possess traits that 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 project 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 IT managers will be able to drive performance and accountability through their organization and deliver enhanced impact on 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, 2006 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

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CPE **Earn 12.5 CPEs** CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Executive Leadership Mandates and Trends

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

Defining Leadership Mission and Agency Outcome Goals

- Consider a vision statement with organizational values and principles
- Establish outcome goals to drive organizational results

Assessing Leadership Needs

- Develop a comprehensive understanding of your strength as a leader
- Gauge how management style supports or undermines strength building behaviors that lead to employee engagement and performance

Devising a Leadership Development Plan

- 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

Establishing Leadership Competencies

- Determine core leadership competencies needed for optimum agency performance
- Improve personal awareness and create an office culture that strives for results

Managing Conflict

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

DAY TWO

Leading Change

- Identify and integrate key issues affecting the organization
- Exercise leadership and motivate managers to incorporate vision
- Be open to change and new information

Leading People

- Inspire, motivate and guide others in goal attainment
- Develop an effective performance management system
- Implement a cultural diversity program

Driving Results

- Understand linkage between administrative competencies and mission needs
- Formulate strategic program plans that assess program feasibility
- Set program standards

Developing Business Acumen

- Assess staffing needs based on organizational goals
- Establish the use of internal controls for financial systems
- Integrate and coordinate logistical operations

Building Coalitions

- Develop and enhance alliances with external groups
- Establish and maintain working relationships with internal organizational units

Improving Communication

- Facilitate an open exchange of ideas
- Develop a plan to reflect the position and work of the organization in a clear, convincing and organized manner

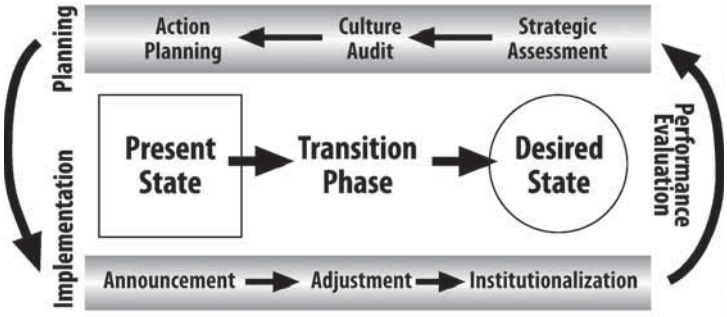
GOVERNMENT CIO LEADERSHIP SKILLS

Leading Organizational Change in Government

Managing organizations during times of major change is one of the greatest challenges that IT managers 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 project 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 project teams 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 projects.

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

Project Management Institute R.E.P. Earn 12.5 PDUs

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 project
- 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 IT 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 visions 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

GOVERNMENT CIO LEADERSHIP SKILLS

Business Analysis and Critical Thinking in Government

Successful organizations must acquire the skills to improve decision-making and problem-solving using effective business analysis and critical thinking techniques. Developing key decision-making skills such as problem scoping, creativity, influencing and reasoning delivers a tangible impact on business value and organizational performance. In this course, develop the skills necessary to drive and justify decision making in your organization by actively leveraging your personal thinking profile and the styles of those in your organization.

Attend this training to ensure your decisions result in enhanced project value and not unintended consequences. Master strategic problem solving by fully leveraging creativity in your organization, and by understanding key elements of the business environment essential to accelerating resolutions.

THE BENJAMIN BLOOM KNOWLEDGE TAXONOMY MODEL®

EVALUATION
SYNTHESIS
ANALYSIS
APPLICATION
COMPREHENSION
KNOWLEDGE

Source: Taxonomy of Educational Objectives, Handbook 1: Cognitive Domain, Benjamin Bloom

COURSE AVAILABILITY AND CREDITS

December 15-16, 2005 in Arlington, VA (Code: P1004)
May 11-12, 2006 in Arlington, VA (Code: P562)
September 5-6, 2006 in Arlington, VA (Code: P1005)

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

Project Management Institute R.E.P.® **Earn 13 PDUs**

CPE **Earn 13 CPEs** CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Understanding the Relationship: Business Analysis and Critical Thinking Overview for Government

- Learn the impact of applied critical thinking skills and business analysis on driving decision-making
- Explore key methodologies, tools and terminology in the practical application of critical thinking and business analysis

Analyzing Key Thinking Styles

- Analyze your personal thinking style and its impact on decision-making
- Utilize the Benjamin Bloom Knowledge Taxonomy Model to identify key thinking profiles and patterns in your work environment

Establishing Influence on the Organization

- Learn key techniques for influencing support and decision-making in all levels of the organization
- Manage thinking preferences using the Herrmann Brain Dominance Instrument™ (HBDI)

Identifying Dispute, Conflict and Reasoning Structures

- Identify workforce and regulatory trends resulting in formal employee complaints
- Use effective reasoning and mediation as a vehicle to accelerate workforce resolutions

Developing and Implementing an Innovation Initiative

- Understand the roles, systems and stakeholders involved in establishing an effective innovation initiative
- Examine strategies to eliminate organizational and procedural barriers to innovation

DAY TWO

Leveraging Group Creativity for Solution Development

- Explore brainstorming and enhance communication techniques to foster group creativity
- Determine the potential impact of creativity on generating a solutions-oriented culture

Applying Business Analysis Techniques

- Apply business analysis techniques to communicate the impact of your work
- Examine unintended consequences of potential solutions on organizational performance

Scoping the Problem and Expediting the Resolution

- Utilize problem scoping techniques to frame the obstacles and plan the resolution
- Utilize decision-making protocols to expedite solutions and reduce time lost on resolving problems

Application Workshop: Utilize Business Analysis and Critical Thinking to Adapt to Unplanned Problems

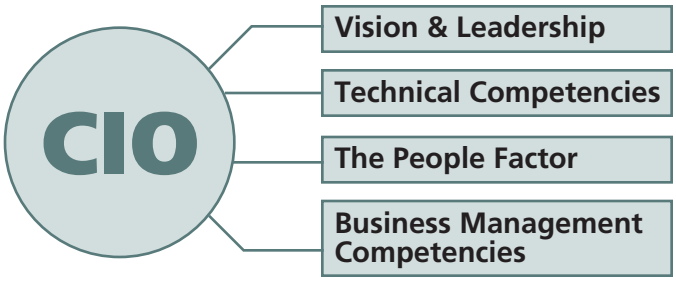
- Walk through the business analysis process to articulate the impact of problem-solving on critical business needs
- Apply practical creativity and innovation techniques in the decision-making process
- Improve decision making by assessing organizational impact of resolution

GOVERNMENT CIO LEADERSHIP SKILLS

Mastering the Government CIO Function

Today's government CIOs have to be more than technical experts. They have to be leaders, managers, financiers and strategic planners with a keen sense of the value IT creates for citizens and businesses. Now—more than ever—government agencies rely on information technology to help them maximize that value. By making their services more efficient, more responsive and more accessible government CIOs play a large part in defining and achieving agency mission. Keeping the government's data centers up and running used to be good enough. But now it is the CIO's role to ensure that the enterprise is harnessing the very best technology capabilities for its broad strategic priorities—then driving that vision of transformation through an organization where bureaucracy and culture make it difficult to change.

Participants will gain an in-depth understanding on the latest government mandates, issues and trends affecting the IT industry and how to determine what's best for your agency. At the end of this training, attendees will master key techniques in knowledge management, strategic planning and risk management and other strategies that define an accomplished CIO.



COURSE AVAILABILITY AND CREDITS

February 23-24, 2006 in Arlington, VA (Code: T225)
August 10-11, 2006 in Arlington, VA (Code: T1010)

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
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Project Management Institute R.E.P. ® Earn 13 PDUs

CPE Earn 13 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Overview of IT Mandates and Leadership Trends for Chief Information Officers (CIO)

- Gain an understanding of the laws and regulations surrounding IT acquisition and management
- Understand the requirements of Clinger-Cohen and the 2002 E-Government Act
- Identify current and emerging legislation and/or regulation relevant to the CIOs responsibilities

Understanding the Role of the CIO as a Critical Staff Member of the Top Management Team

- Learn to analyze the strengths, weaknesses, opportunities and threats facing your agency
- Understand the importance of leadership as a part of management in the IT industry

Managing Politics: How Work Actually Gets Done

- Understand how CIOs interact with agency leaders, OMB, Congress and the Executive Branch
- Analyze multi-sector partnership opportunities, enabled by technology, that assist the CIO in fulfilling the agency mission

Evaluating, Measuring and Communicating the Business Value of IT within your Agency

- Assess technology's role in streamlining delivery of services to the citizen
- Acquire the knowledge to formulate a business case for IT capital expenditures

Strategic Planning: Envisioning the Future while Analyzing the Present

- Understand the CIO's role as a "technology scout" and interpreter
- Learn how to use agency growth, schedule and performance goals to plan and manage new IT initiatives

DAY TWO

Enhancing IT Resource Investment Planning and Negotiating Priorities

- Develop skills to demonstrate IT's value and return on investment in terms of dollars and time
- Learn to recognize conflicting priorities and to resolve them efficiently and effectively

Evaluating and Demonstrating Models for IT Performance Assessments

- Focus on measures that will meet the requirements in OMB's Exhibit 300
- Demonstrate the value of conducting periodic reviews and reporting milestones related to IT performance

Key Techniques in Planning and Managing Risk for CIOs

- Gain the necessary tools to develop a risk management plan
- Learn financial, technical and budgetary risk identification and survivability methods

Managing Change: Transforming and Institutionalizing

- Develop personal skills and a professional strategy to communicate IT change requirements with leadership
- Learn to gather employee knowledge and skill sets to mitigate the cost of transition

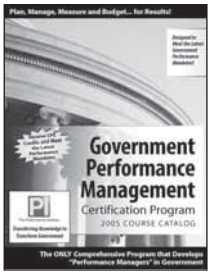
Understanding KM in Government

- Discover the benefits of Knowledge Management and learn to forge actionable strategies for storage
- Acquire the skills needed to develop a culture of innovation and creativity among employees

Other Offerings from The Performance Institute

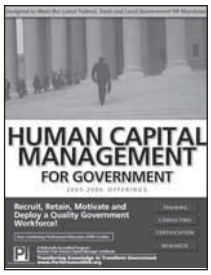
Performance Management

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.



Human Capital Management

Government agencies require the right people, in the right job, with the right skills, at the right time, under the right compensation and evaluation arrangement. That's a lot of rights to get right. That's why the Institute offers the only HR certification designed exclusively for government managers. Courses address human capital planning, succession planning, employee performance evaluation and other key HR management issues vital to making government agencies "employers of choice" rather than "employers of last resort."



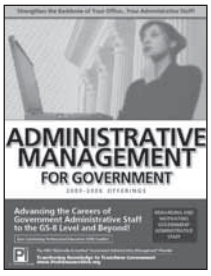
Contracting & Acquisition

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.



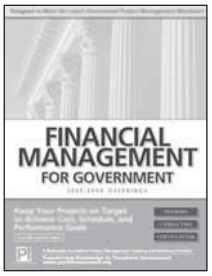
Government Administrative Management

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.



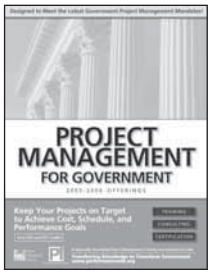
Financial Management

Government programs are under increasing pressure to become transparent 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.



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. Earned Value Management, a fundamental project management tool, is now mandated under federal policy.



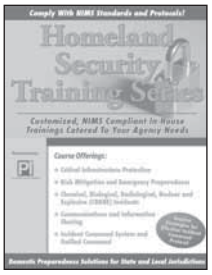
Social Services Management

Federal, state, and local social service programs (run by both 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 managing 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

Technology Budget and Performance Series

Performance-Based Planning, Management, Measurement & Budgeting for Government Information Technology

- IT Performance Measures
- Improving IT Budget Justifications and Exhibit 300 Submissions
- IT Capital Planning and Investment Management

The Office of Management and Budget (OMB) clearly emphasizes a focus on results and the importance of performance management in all facets of government, most notably in the area of IT and e-Government, where federal agencies have made tremendous strides in recent years. Unfortunately, most agencies are still lagging behind this administration's high standards. In fiscal year 2005, $22 billion worth of IT budget requests are currently deemed "at risk" by OMB. The Office of Management and Budget (OMB) will continue to scrutinize agencies for measurable performance and increased efficiency, interoperability and business justifications in IT over the coming year. The only way to effectively justify budgets and obtain funding for your IT projects is through proper performance planning, project management and linking your agency's mission to outcomes and results. Attend this training series and you and your agency will be equipped with innovative, comprehensive practices to ensure IT project performance.

Participants in this week long training will benefit with the following:

- Earn 39 PDUs and CPE credits
- Gain the required contact hours needed to register for the PMP® Exam
- Save valuable time by taking all three courses at once

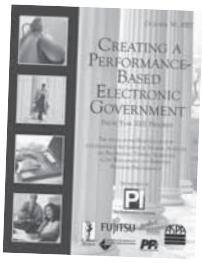
Improving IT Budget Justifications and Exhibit 300 Submissions
October 11-12, 2005, Arlington, VA

IT Performance Measures
October 24-25, 2005, Arlington, VA

IT Capital Planning and Investment Management
November 3-4, 2005, Arlington, VA



Does E-Government Measure Up?



That's the question *Creating a Performance-Based Electronic Government* seeks to answer. The landmark Clinger-Cohen Act and the E-Government initiative under the President's Management Agenda require the use of performance measures to justify, manage and evaluate the success of E-Government initiatives. Despite these requirements, reviews of IT planning and measurement documentation by oversight agencies such as the Government Accountability Office and individual agency Inspectors General demonstrate a need for clear, tactical guidance for developing and measuring successful E-Government initiatives.

With the creation of this sweeping report, a coalition of good government groups led by the Performance Institute launched the research project to identify the "best practices" in defining and measuring E-Government initiatives. A research team surveyed CIOs and IT staff from every federal agency to determine how they design, plan, justify, manage, and measure the success of their E-Government initiatives. This report presents the findings of that research—providing case studies from various agencies and articulating a framework for the development and use of IT performance measures.

WWW.PERFORMANCEWEB.ORG/RESEARCH

Ten Key Findings from *Creating a Performance-Based Electronic Government*

1. Agencies generally fail to use mission-aligned IT performance measures to justify, manage and evaluate success of E-Government
2. Project management skills will be vital to improved results in E-Government
3. Agencies need to become more creative and willing to "blow up" old program structures with technology
4. Non-Governmental intermediaries are providing greater opportunities to borrow rather than build an E-Government solutions
5. E-Government is increasingly focusing on the citizen again, but not all E-Government Initiatives are "Citizen-Centered"
6. CIO's are assuming an appropriate role of "enabler" of agency business processes and are more integrated with the rest of agency's leadership
7. More program managers are playing leadership roles in E-Government, but more needs to be done to engage all program managers in E-Government leadership roles
8. Excellent cross-agency coordination is seen in the priority E-Government initiatives, but stoved-piped systems and processes remain an obstacle to an integrated E-Government
9. The Federal Enterprise Architecture (FEA) is recognized as the necessary, but often missing scaffolding for all agency E-Government initiatives
10. Establishing clear priorities is paying off in generating attention to a sufficient funding for E-Government initiatives

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 reform, 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.

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Project Management Professional® Certification Training

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You are required to verify at least 23 contact hours of specific instruction addressing learning objectives in project management to apply for CAPMTM certification and 35 contact hours to apply for PMP® certification and take the exam. As a Project Management Institute (PMI®) Global Registered Education Provider (REP), taking all three "Core Project Management Courses" fulfills this prerequisite.

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

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* 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.

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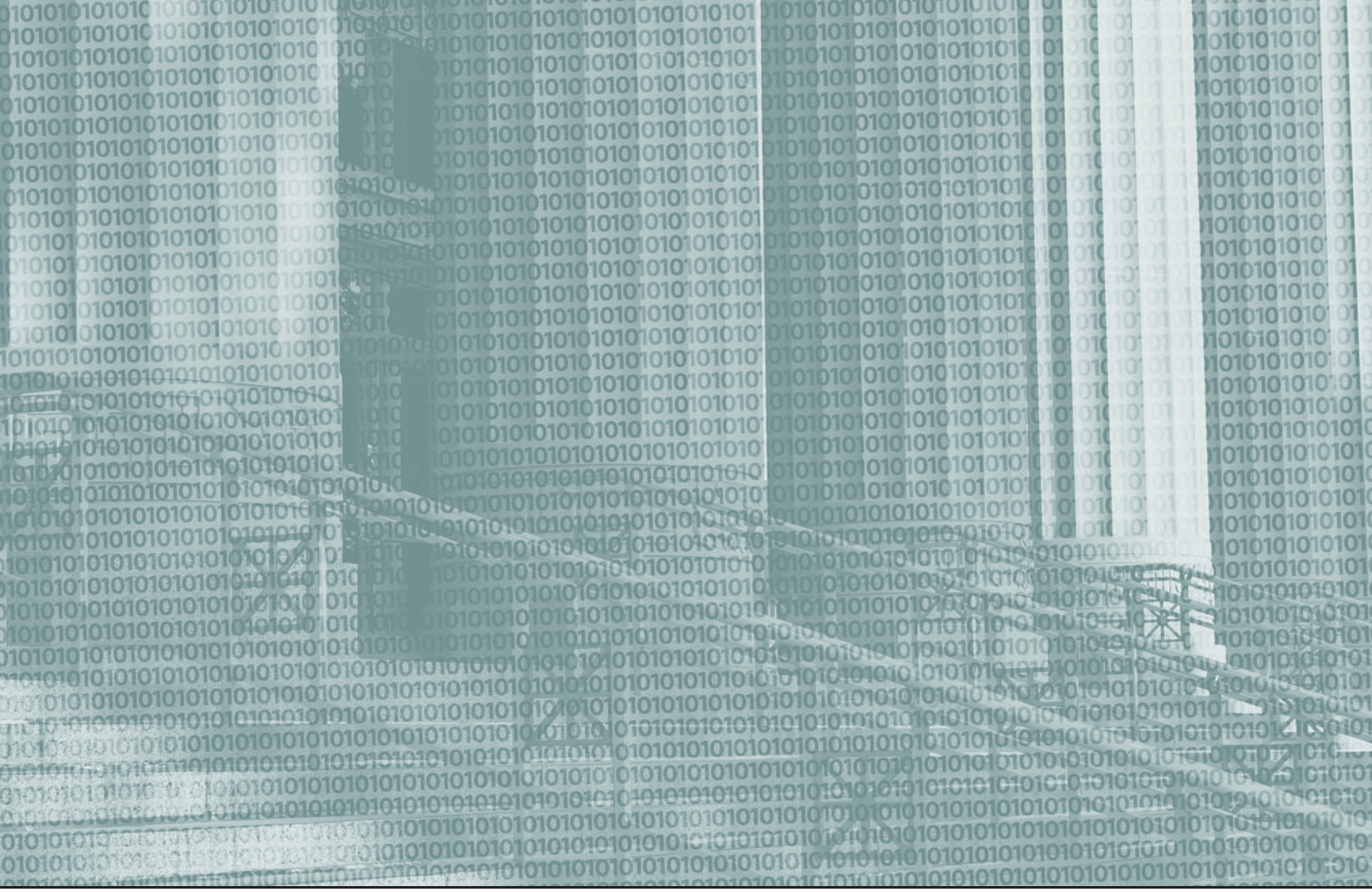
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The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided 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.

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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.

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