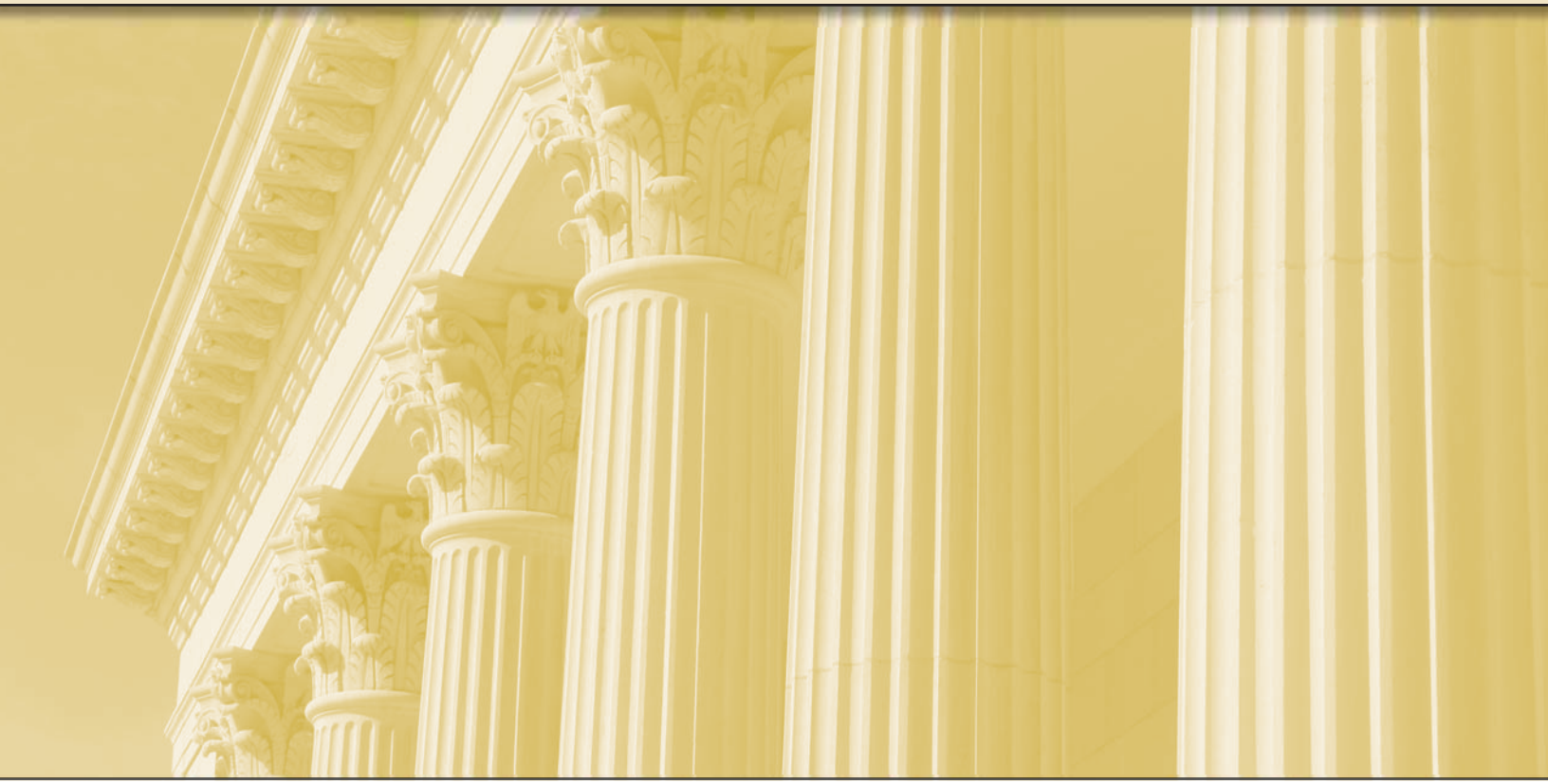
Designed to Meet the Latest Government Project Management Mandates!



PROJECT MANAGEMENT FOR GOVERNMENT

2005-2006 OFFERINGS

Keep Your Projects on Target to Achieve Cost, Schedule and Performance Goals

Earn PDUs and CPE Credits

TRAINING

CONSULTING

CERTIFICATION

Project Management Institute R.E.P.®

The Performance Institute

A Nationally Accredited Project Management Training and Solutions Provider

Transferring Knowledge to Transform Government

www.PerformanceWeb.org

"Qualified project managers are our first line of defense against the cost overruns, schedule slips and poor performance that threaten agencies' ability to deliver efficient and effective services to citizens."

- Karen Evans
Office of Management and Budget

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Challenges Facing Government Managers...

Cost and Schedule Overruns Plague Government Projects

Poor project management continues to be one of the biggest headaches facing government managers at the federal, state and local levels. Poor project planning, faulty definition of project scope and lack of transparency on project performance opens agencies to significant project risks. To address this challenge, new federal standards require that projects be implemented within 10% of cost, performance and timeliness goals.

New Project Management Mandates Using Earned Value Management

A new rule published in the April, 2005 Federal Register requires the use of "Earned Value Project Management" methodologies for all government acquisitions. This rule strengthens requirements under the Federal Acquisition Regulations (FAR) and builds on defense acquisition rules by mandating project leads and staff to manage, measure and track most types of contracts using an Earned Value Management System.

Budget Justifications Require Project Management Plans

The Office of Management and Budget through Circular A-11 imposes budget and capital planning implementation guidelines that require the use of improved project management frameworks in all major IT projects. In order to receive a grade of four or more on the exhibit 300 and to stay off OMB's IT "watch list," agencies must demonstrate strong project management planning and execution practices.

Project Management Competency Standards in Government

The Office of Personnel Management 2210 Series articulates 10 competency standards that all government project managers must meet to be assigned project management duties. In addition, the CIO Council recently established competencies for IT project management staff—complete with three levels of certification to be assessed when assigned staff IT projects in government. The Clinger-Cohen Act mandates that OMB assess and close individual agency competency gaps in IT project management. As such, agency project managers are being held directly accountable for complying with OPM and OMB project manager competency requirements under the act.

Federal, State and Local Management Initiatives Emphasize Project Management

From the President's Management Agenda (PMA) to initiatives overseen by state and local government leaders, many complex management improvement initiatives have been launched in the past three years that rely heavily on project management skills and compliance with state-of-practice project management standards. Depending on the government agency and level of government, all government employees are bound to be covered in some way by new standards requiring improved project management competencies.

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

- Federal Acquisition Regulations
- Defense Acquisition Regulations
- OMB Circular A-11 and Exhibit 300
- President's Management Agenda
- OMB Memoranda
- NASCIO Business Case Framework
- CIO Council Project Management Guidelines

Project Management Solutions for Government

Training

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

CORE PROJECT MANAGEMENT SKILLS

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

COST, SCHEDULE AND QUALITY MANAGEMENT

- Integrated Project Planning in Government
- Developing and Using Performance Measures in Government
- Project Management for Government Procurement

PROJECT LEADERSHIP

- Developing and Managing Project Teams in Government
- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Business Analysis and Critical Thinking in Government

INFORMATION TECHNOLOGY PROJECT MANAGEMENT

- Mastering IT Project Management in Government
- IT Capital Planning and Investment Management in Government
- IT Performance Measures for Government
- Improving IT Budget Justifications and Exhibit 300 Submissions
- Information Security Management in Government
- IT Enterprise Architecture in Government

Choose From Three Training Options:

OPTION 1
Open Enrollment Courses

OPTION 2
Project Management Certificate Program

OPTION 3
On-Site Customized Training

Transferring Knowledge to Transform Government

Research

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

Consulting

The Performance Institute's expert project managers and advisors provide a variety of project management support services available to government agencies. Using the latest project management methodologies customized to meet the unique needs of specific agencies, the Institute works with directly with agencies on an enterprise-wide basis or on individual projects to assess and improve project 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 project management standards set by government decision-makers.

Project Management Support Services Include:

- Project Planning and Scope Definition
- Risk Assessment and Management
- Cost Estimating and Resource Planning
- Performance Measures and Benchmarks
- Quality Assurance and Control
- Project Management Office (PMO) Policy and Standards
- Project Performance Reporting and Evaluation
- Enterprise Project Portfolio Management
- Exhibit 300 Business Case Development



Attend Courses Specifically Designed to Meet the Latest Government Project Management Standards

Throughout the year, the Performance Institute schedules a number of project management courses—providing training on all of the topics covered in the Institute's project management curriculum. Content in each training course is directly aligned to address the project management standards being implemented in government. Each course will also equip attendees with the competencies for project managers outlined by the Office of Personnel Management and the Chief Information Officers Council. In addition, all Institute course content is designed to assist attendees in receiving full PMP® certification through the Project Management Institute®.



Attend Publicly Offered Events on Specific Project Management Topics



Benefits of Training

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

Methodology-Driven Curriculum

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

Competency-Based Education

Instructional approaches in Institute training courses are geared toward enhancing participants' skills and building the competencies for project management as defined by the Office of Personnel Management 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 leaders.

Addressing the Latest Mandates

As new mandates and requirements in project management 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 mandates and their application in government.

2005-2006 Project Management Course Schedule

AUGUST 2005

Earned Value Project Management
August 29-30, 2005

SEPTEMBER 2005

Developing and Using Performance Measures in Government
September 12-13, 2005

Information Security Management in Government
September 15-16, 2005

Leading Organizational Change in Government
September 19-20, 2005

Project Management for Government
September 21-22, 2005

OCTOBER 2005

Project Management for Government
October 3-4, 2005

Earned Value Project Management
October 6-7, 2005

Managing Project Risk
October 5-6, 2005

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

Managing Project Risk
October 20-21, 2005

IT Performance Measures in Government
October 24-25, 2005

NOVEMBER 2005

IT Capital Planning and Investment Management in Government
November 3-4, 2005

Integrated Developing and Managing Project Teams in Government
November 14-15, 2005

Project Planning in Government
November 21-22, 2005

Project Management for Government Procurement
November 29-30, 2005

DECEMBER 2005

IT Enterprise Architecture in Government
December 1-2, 2005

Mastering IT Project Management in Government
December 5-6, 2005

Business Analysis and Critical Thinking in Government
December 15-16, 2005

Leadership Strategies in the Public Sector
December 19-20, 2005

JANUARY 2006

Preparing for the PMP® Exam
January 9-10, 2006

Information Security Management in Government
January 30-31, 2006

FEBRUARY 2006

Project Management for Government
February 6-7, 2006

Managing Project Risk
February 8-9, 2006

Earned Value Project Management
February 9-10, 2006

Developing and Using Performance Measures in Government
February 28-March 1, 2006

MARCH 2006

IT Enterprise Architecture in Government
March 2-3, 2006

Leadership Strategies in the Public Sector
March 13-14, 2006

Leading Organizational Change in Government
March 15-16, 2006

Developing and Managing Project Teams in Government
March 15-16, 2006

Integrated Project Planning in Government
March 20-21, 2006

APRIL 2006

Project Management for Procurement in Government
April 10-11, 2006

IT Capital Planning and Investment Management in Government
April 24-25, 2006

IT Performance Measures in Government
April 25-26, 2006

Improving IT Budget Justifications and Exhibit 300 Submissions
April 27-28, 2006

MAY 2006

Information Security Management in Government
May 1-2, 2006

Business Analysis and Critical Thinking in Government
May 11-12, 2006

Mastering IT Project Management in Government
May 22-23, 2006

JUNE 2006

Project Management for Government
June 5-6, 2006

Managing Project Risk
June 7-8, 2006

Earned Value Project Management
June 8-9, 2006

IT Enterprise Architecture in Government
June 22-23, 2006

JULY 2006

Developing and Managing Project Teams in Government
July 13-14, 2006

Improving IT Budget Justifications and Exhibit 300 Submissions
July 17-18, 2006

Integrated Project Planning in Government
July 20-21, 2006

Developing and Using Performance Measures in Government
July 24-25, 2006

AUGUST 2006

Preparing for the PMP® Exam
August 14-15, 2006

Project Management for Government Procurement
August 30-31, 2006

IT Performance Measures in Government
August 30-31, 2006

SEPTEMBER 2006

IT Capital Planning and Investment Management in Government
September 5-6, 2006

Mastering IT Project Management in Government
September 13-14, 2006

Project Management for Government
September 18-19, 2006

Leadership Strategies in the Public Sector
September 18-19, 2006

Leading Organizational Change in Government
September 20-21, 2006

Managing Project Risk
September 20-21, 2006

Earned Value Project Management
September 21-22, 2006

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

www.PerformanceWeb.org/training

All Institute Project Management Courses Offer CPE Credits and PDUs!

Check Individual Course Listings for Total Credits and Units Awarded.

Project Management Institute R.E.P.®

CPE
CONTINUING PROFESSIONAL EDUCATION

Customize and Complete a Comprehensive Project Management Certificate Program

Many government managers are now required to receive formal project management certification. To address this need, the Institute offers a Certificate in Government Project Management and offers a complete package of courses to help you pass the PMP® certification exam and maintain your certification thereafter. Completing a Certificate program is easy. Just attend the three "core" project management courses to receive an "Associate Project Manager" certificate. To receive a full "Project Manager" certificate, you would attend an additional three "elective" courses based on topics that meet your unique needs. The skills you acquire will then be used in either a "Demonstration Project" and/or in passing the PMP® certification exam.



Enroll in Full Certificate Program

Benefits of the Certificate

Advance Your Career as a Project Manager

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

Meet New Certification Requirements

To hold a position as a project manager in government you must demonstrate compliance with new skills sets required by OPM and the CIO Council. Receiving your Certificate as a Project Manager or PMP® certification 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 percent of federal IT managers were given bonuses based on project management skills."

- FEDERAL TIMES

How the Certificate Program Works

1 CUSTOMIZE YOUR PROGRAM

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

2 ATTEND CORE COURSES

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

RECEIVE ASSOCIATE PROJECT MANAGER CERTIFICATE

3 ATTEND ELECTIVE COURSES

Cost, Schedule and Quality Management

- Integrated Project Planning in Government
- Developing and Using Performance Measures in Government
- Project Management for Government Procurement

Project Leadership

- Developing and Managing Project Teams in Government
- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Business Analysis and Critical Thinking in Government

Information Technology Project Management

- Mastering IT Project Management in Government
- IT Capital Planning and Investment Management in Government
- IT Performance Measures for Government
- Improving IT Budget Justifications and Exhibit 300 Submissions
- Information Security Management in Government
- IT Enterprise Architecture in Government

AND/OR

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 project management concepts.

4 TAKE PMP® PREP COURSE

Participants who wish to receive certfication from the Project Management Institute can complete the accreditation process by taking the Project Management Professional® exam. The Performance Institute's Project Management Professional® Prep Course is the best way to ensure a high score on the exam.

AND/OR

5 RECEIVE PROJECT MANAGEMENT CERTIFICATE

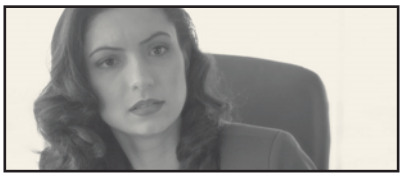
Receive a full Project Management Certificate of Completion in order to demonstrate that you have received comprehensive training in project management from The Performance Institute.

5 PMP® CERTIFICATION

Take and pass the Project Management Institute's PMP® exam to become PMP® certified (visit www.PMI.org for more information on how to qualify for PMP® certification).

The Institute's Government Project Management Certificate Program will help you advance your career as a project 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.

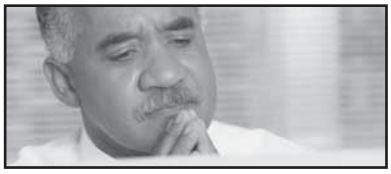
Sample Programs



IT Project Manager

- Mastering IT Project Management in Government
- IT Performance Measures for Government
- Information Security Management in Government

Demonstration Project:
Completion of an Exhibit 300 Budget Justification



Contract Officer

- Project Management for Government Procurement
- Integrated Project Planning in Government
- Developing and Using Performance Measures in Government

Demonstration Project:
Development of Earned Value Management Plan for a Contract

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

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

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



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. Create a customized project 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 Project Management Certificate Program* in-house to help drive implementation of specific agency project 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 the agency.

Integrate With Other Initiatives

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

Improve The Impact Of Training

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

Maximize Your Training Dollars

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

All Institute Courses Can Be Delivered On-Site!

Select from any of the courses on pages 12-28 or combine project management courses with courses from the Institute's other comprehensive training programs (see page 29).

Performance Measurement and Evaluation

- Strategic Planning
- Performance Measurements and Metrics for Government
- Performance Budgeting
- Program Evaluation and Analysis
- Collecting and Managing Performance Information
- Auditing and Improving Performance Information
- Lean and Six Sigma for Government
- Customer Service Strategies for Government
- Performance Reporting
- Performance Benchmarking for Government

Financial Management

- Financial Managemnt 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 Consulting
- Understanding the Federal Budget Process and Appropriations Law

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 Workforce Assessments
- Employee Development and Training Management
- Employee Performance Evaluation and Management
- Recruitment & Retention in Government
- Succession Planning
- HR Performance Measurement
- Knowledge Management for Government
- Talent Management Systems for Government
- Managing Employee Morale and Work-Life Programs
- Employee Relations in Government
- Labor Negotiations in Government

Contracting and Acquisition Management

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

Information Technology Management

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

Administrative Management

- Government Administrative Management
- Leadership and Personal Effectiveness
- Project Management for Government Administrative Assistants
- Powerful Public Speaking and Presentation Skills
- Event Planning for Government Administrative Assistants

Leadership and Change

- Leadership Strategies in the Public Sector
- Leading Organizational Change in Government
- Negotiation Skills in Government
- Business Analysis and Critical Thinking in Government
- Internal Communicatins for Government

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

How the Institute Customizes Its Training:

STAGE ONE
MISSION AND MANDATE ALIGNMENT

STAGE TWO
WORKFORCE ASSESSMENT

STAGE THREE
WORKFORCE DEVELOPMENT PLAN

STAGE FOUR
TRAINING MANAGEMENT

STAGE FIVE
MEASURE AND REPORT TRAINING

Delivering Proven Project Management Services that Enhance the Success of Your Projects

The Performance Institute provides a broad spectrum of consulting services tailored exclusively to the needs of government agencies. With its government-centered mission, the Institute knows government: from mandates and standards to the unique operating environment faced by government managers. More importantly, with its expertise in project management, the Institute's consulting division provides comprehensive and high-impact advice and solutions to government agencies seeking to improve their project management policies, procedures and performance. Current and planned govenment policies emphasize project management in response to a growing concern over the high-risk of today's projects.

Project Management Assessment Services

- Define project management processes and procedures
- Apply financial and performance evaluation techniques to compare and select projects
- Measure and evaluate individual or portfolio project management success

Project Management Skills Development Services

- Identify all employees performing project management work
- Document baseline competencies
- Determine individual competency gaps
- Identify training courses to close the gap
- Conduct appropriate training

Project Management Support Services

- Draft statements of work and work breakdown structures
- Create earned value management plans
- Provide risk management plans
- Devise OMB Exhibit 300 budget justifications
- Develop capital planning and investment management plans
- Implement a Project Management Office



GSA Schedule

Easy Access to Institute Consulting Services through MOBIS

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

Common Project Management Challenges:

- Scope creep
- Cost creep
- Time creep
- Communication breakdowns
- Competency gaps
- Poor requirement definitions
- Unrealistic performance expectations

To Avoid These Pitfalls a Project Manager Must:

- Set valid project goals
- Define an effective project framework
- Be guided by a fact-based management approach
- Validate all assumptions prior to augmenting major changes
- Deploy well-rounded, integrated project team
- Maintain direct channels of communication with decision-makers
- Analyze the impacts and trade-offs between competing stakeholders and requirements
- Understand the key requirements and frameworks for success
- Continually monitor and inspect for new or impending project risks

Best Practices Include:

- Specificity and clarity on project goals and requirements
- A clear chain of command and management of cross-functional project management organizations
- A focus on well-defined critical success factors

Consulting Services Address Every Stage of the PMBOK® Guide and Project Life-Cycle Models

The Project Management Body of Knowledge®	
1 Project Integration Management	• Project Plan Development • Project Plan Execution • Integration Change Control • Project Plan Development • Project Plan Execution • Integration Change Control
2 Project Scope Management	• Initiation • Scope Planning • Scope Definition • Scope Verification • Scope Change Control
3 Project Time Management	• Activity Definition • Activity Sequencing • Activity Duration Estimating • Schedule Development • Schedule Control
4 Project Cost Management	• Resource Planning • Cost Estimating • Cost Budgeting • Cost Control
5 Project Quality Management	• Quality Planning • Quality Assurance • Quality Control
6 Project Human Resource Management	• Organizational Planning • Staff Acquisition • Team Development
7 Project Communication Management	• Communication Planning • Information Distribution • Performance Reporting • Administrative Closure
8 Project Risk Management	• Risk Management Planning • Risk Identification • Qualitative Risk Analysis • Risk Response Planning • Risk Monitoring and Control
9 Procurement Management	• Procurement Planning • Solicitation Planning • Solicitation • Source Selection • Contract Administration • Contract Closeout

The Institute provides consulting services that are grounded in the standards articulated in PMI's *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide) and the Project Life-Cycle Model. Led by our senior consultants and project management experts, we can quickly assess your project management needs and customize a high impact solution for your agency.

Invite us to discuss specific ways your agency can benefit from the Institute's consulting assistance in project managment!

For more information about the Institute's consulting services, contact Jon Desenberg at 703-894-0481 or Desenberg@PerformanceWeb.org

Project Life-Cycle Model					
	Project Selection	Initiation Phase	Planning Phase	Execution Phase	Close-Out Phase
	Controlling Phase				

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CORE PROJECT MANAGEMENT SKILLS

Project Management for Government

Government projects at the federal, state, and local levels are being held accountable to meet cost and schedule requirements. In addition, a newly proposed Federal Acquisition Regulation and a recent OMB memoranda require the use of effective project planning and Earned Value Management. Under the OPM 2210 series and the Clinger-Cohen Act, project managers must also be qualified to manage projects in every stage of the life-cycle, no matter what the dollar threshold. At this training, you will walk through a complete project life-cycle and learn how to turn project requirements and key project management strategies into a roadmap for a successful project.

This training will give managers the tools necessary to assess and develop effective plans and blueprints for managing projects in each stage of the life-cycle. Instructors will provide an in-depth look at the most broadly used and effective project management tools in government including Earned Value Management, Spiral Management, Life-Cycle Management, Barr and PERT Charts and more.

CRITICAL ELEMENTS IN EFFECTIVE PROJECT MANAGEMENT



COURSE AVAILABILITY AND CREDITS

September 21-22, 2005 in Arlington, VA (Code: P488)
October 3-4, 2005 in Las Vegas, NV (Code: P508)
February 6-7, 2006 in Arlington, VA (Code: P551)
June 5-6, 2006 in Arlington, VA (Code: P552)
September 18-19, 2006 in Las Vegas, NV (Code: T219)

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

In-House Training:
$6500 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 12 CPEs CONTINUING PROFESSIONAL EDUCATION

COURSE AGENDA

DAY ONE

Overview of Project Management Mandates and Guidelines in Government

- Obtain project management standards required in federal, state and local governments
- Receive the latest updates on the Federal Acquisition Regulations, Clinger-Cohen, the President's Management Agenda and the Exhibit 300
- Explore key project management competencies identified in the OPM 2210 series and the CIO Council Risk-Based Project Manager Competency Matrix

The Latest Methodologies in Project Management: From the PMBOK® to Earned Value Management

- Define roles, develop necessary skills and identify competency gaps
- Understand project scope, earned value and life-cycle management

Step-by-Step Project Life-Cycle Walkthrough

Step 1: Project Selection

- Identify, define and apply various project selection techniques
- Determine project outcomes and viability

Step 2: Project Initiation Phase

- Learn key elements of drafting a Statement of Work (SOW)
- Identify and describe project requirements

Developing a Work Breakdown Structure

- Learn key elements to developing a Work Breakdown Structure (WBS)
- Identify project stakeholders and develop strategies for maintaining their support

DAY TWO

Step 3: Project Planning Phase

- Develop budget, schedule and resources estimates from the WBS
- Develop a network using the Precedence Diagramming Method

Risk Assessment and Management

- Identify and prioritize project risk
- Develop a comprehensive risk management plan

Step 4: Project Execution Phase

- Monitor and control the project relative to the project baseline
- Set up the project organization and secure required resources

Step 5: Project Controlling Phase and Change Management

- Use Earned Value Management to track project process
- Develop processes and procedures for change management

Step 6: Project Closeout Phase

- Determine activities in completing the project requirements
- Evaluate success and demonstrate project outcomes

Case Study: Lessons Learned from a Failed Government Project

- Learn five key lessons that caused a government project to fail
- Develop a risk management plan that accounts for lessons learned from previous projects

Application Workshop: Step-by-Step Project Plan Walkthrough

- Design a five-step project plan and WBS
- Develop goals, conduct a risk analysis, and evaluate performance

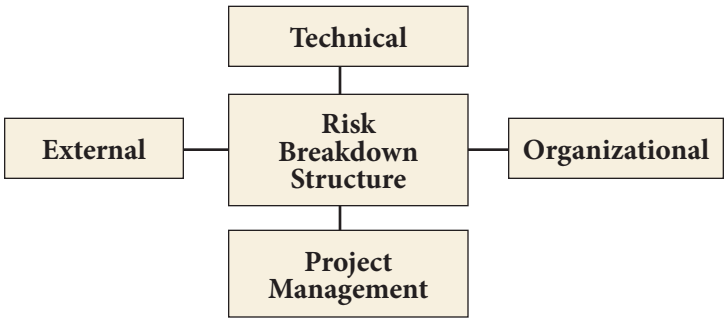
CORE PROJECT MANAGEMENT SKILLS

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® Guide, 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:
$6500 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 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 risks
- 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

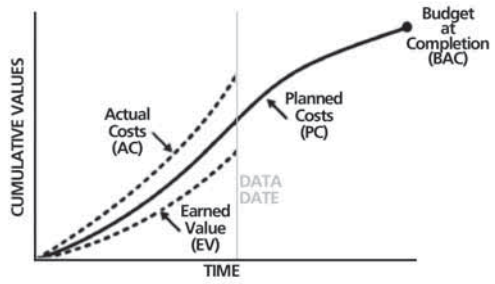
CORE PROJECT MANAGEMENT SKILLS

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 Regulations, require 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 delineate 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:
$6500 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 Regulations, 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

Developing and Using Earned Value Management Systems

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: Controlling and Saving the Project Baseline

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

Step 7: Maintaining the Performance Baseline

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

Application Workshop: 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

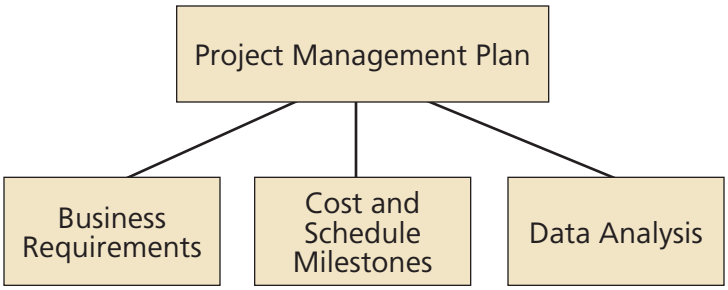
COST, SCHEDULE AND QUALITY MANAGEMENT

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 Regulations, Clinger-Cohen and OMB's Exhibit 300 require that project mangers 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:
$6500 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

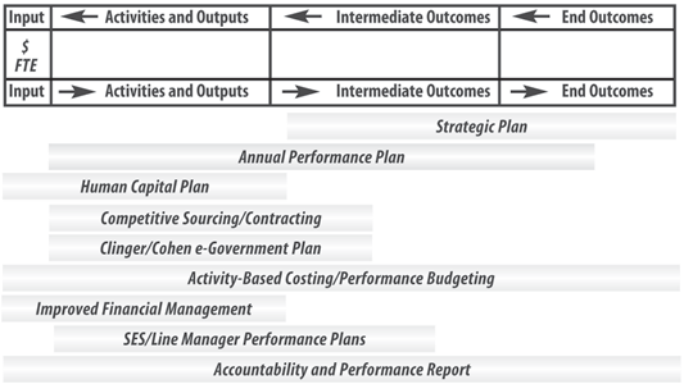
COST, SCHEDULE AND QUALITY MANAGEMENT

Developing and Using Performance Measures in Government

As we move closer and closer to a performance-based government, project managers are being required to show not only measures of project efficiency, but also measures of project effectiveness on the business and mission. In addition to being a requirement of the President's Management Agenda and OMB Exhibit 300, the use of performance measures is an established standard for federal, state and local governments seeking improved project performance and enhanced results.

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

THE GOVERNMENT PERFORMANCE LOGIC MODEL



COURSE AVAILABILITY AND CREDITS

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

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

In-House Training:
$6500 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 Performance Measure Mandates and Guidelines in Government

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

Develop a Performance Management System in Government to Drive Results

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

Outcome Measures: Defining Measures using the Logic Model

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

Measures Linked to Project Strategy

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

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

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

DAY TWO

Develop Managerial Excellence Measures for Government Functions

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

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

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

Developing a Performance Information System

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

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

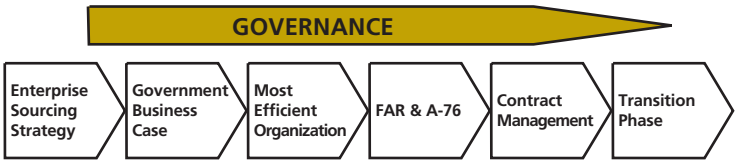
- Streamline your customer service measures
- Ensure your measures are useful: implementation across functions
- Implement the Logic Model Methodology

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 a 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:
$6500 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 Regulations 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 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

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:
$6500 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

PROJECT LEADERSHIP

Leadership Strategies for the Public Sector

The key to project 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 project managers of today must possess traits which will help them motivate others and lead them in new directions. They must also be able to envision the future and convince others that their vision is worth following. At this interactive training, you will walk through OPM's *Executive Core Leadership Qualifications* and understand your leadership style and characteristics.

This training will focus on developing leadership strategies for 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 project managers will be able to drive performance and accountability through their organization and deliver enhanced impact on project results.

THE OPM EXECUTIVE CORE LEADERSHIP QUALIFICATIONS INCLUDE:

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

COURSE AVAILABILITY AND CREDITS

December 19-20, 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:
$6500 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

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
- Establishing 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

Implementing OPM's Executive Core Leadership Qualifications

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

PROJECT LEADERSHIP

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:
$6500 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

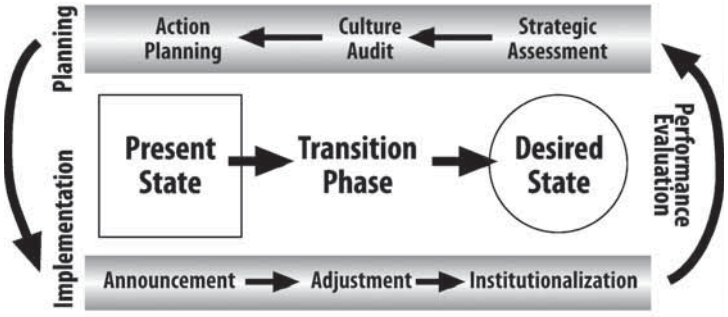
PROJECT LEADERSHIP

Leading Organizational Change in Government

Managing organizations during times of major change is one of the greatest challenges that project 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:
$6500 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 project performance
- Create clearly defined end-outcomes and develop strategies to meet your change management initiative

Assessing Internal and External Resistance to Change

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

Building the Case for Change that Directly Addresses Points of Resistance

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

DAY TWO

Developing an Effective Communications Strategy to Lead Change

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

Establishing Accountability for Change Implementation

- Ensure agency mission and 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

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 (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:
$6500 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 State Projects
- Determine which types of systems project require operational analysis
- Link operational analysis with earned value metrics and the Performance Reference Model

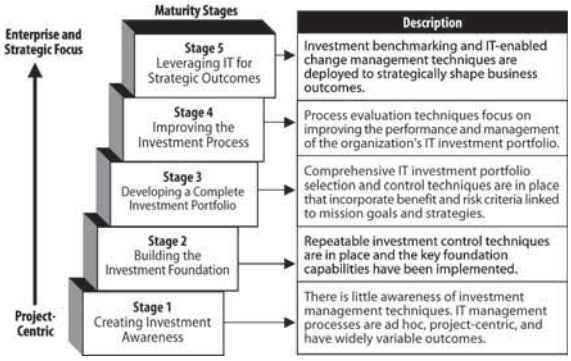
Application Workshop: Developing an IT Project Management Plan
- Develop an effective project management team based on your type of IT project
- Assess, manage and mitigate risk for improved project results

IT Capital Planning and Investment Management in Government

Capital planning and investment management are the cornerstones of managing IT project portfolios in government and is a key competency identified in the CIO Council's Project Manager 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:
$6500 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 and Project Management

- Understand the GAO framework and get updated 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

Step-By-Step Walkthrough: Information Technology Investment Management (ITIM)

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 the IT Capital Planning and Investment Management

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

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:
$6500 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 which 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 IT help desk's
- 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

IT PROJECT MANAGEMENT

Improving IT Budget Justifications and Exhibit 300 Submissions

The Office of Management and Budget has recently changed their 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 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:
$6500 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 the E-Government Initiative in 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

Step-by-Step Project Life-Cycle Walkthrough of the Required Sections of the Exhibit 300

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 necessary steps to implement key information security standards. Attend this course to gain the management skills and standards necessary 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:
$6500 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 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-by-Step Walkthrough: FISMA Requirements and Supporting Guidance

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

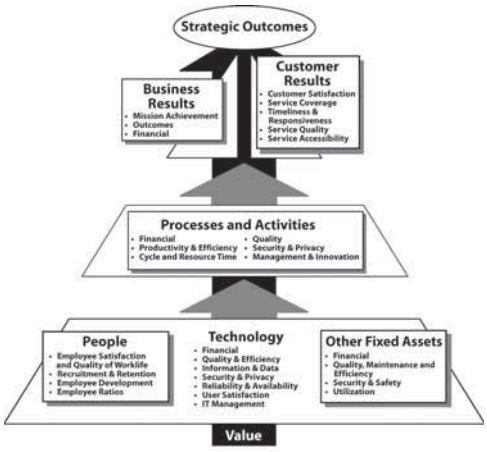
Certain topics follow guidance from the National Institute for Standards and Technology

IT 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 to 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:
$6500 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 Presidents 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

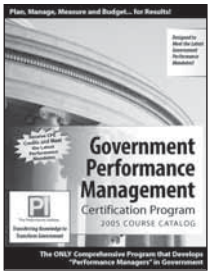
Application Workshop: Developing an Implementation Plan

- Align business and management requirements with IT functions
- Utilize Enterprise Architecture to drive decision-making

Other Offerings from The Performance Institute

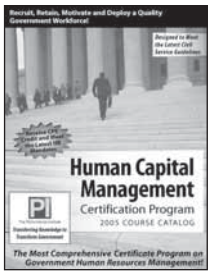
Performance Management

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."



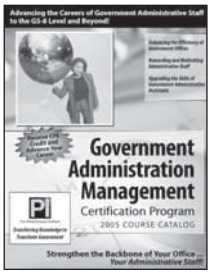
Contracting & Acquisition

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.



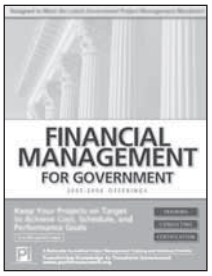
Government Administrative Management

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.



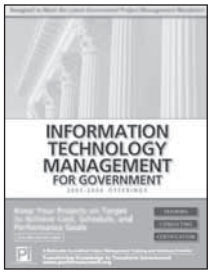
Financial Management

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



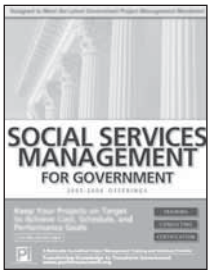
Information Technology

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



Social Services Management

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



Homeland Security Academy

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



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

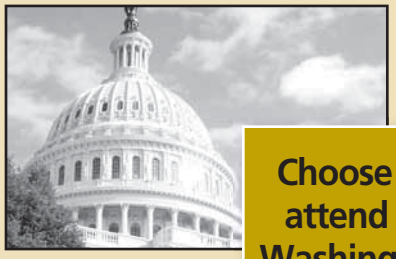
An Intense "Boot Camp" that Delivers all the Core Project Management Skills

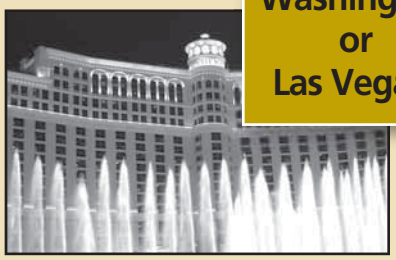
- Project Management for Government (2 Days)
- Earned Value Project Management (1.5 Days)
- Managing Project Risk (1.5 Days)

Though all of our course courses are offered individually in our Government Project Management Certificate Program, many government managers prefer to complete the core project management courses all at once—to maximize their training dollars and better manage their schedules. In order to accommodate this preference, the Institute offers four Project Management Weeks per year that deliver the core project management content and prepare those interested in taking the PMP exam by obtaining the necessary PDU's.

Participants in this intense week are able receive the following benefits:

- Receive one-Stop Training Designed Specifically for Project Managers Seeking an Accelerated Review of All Nine Knowledge Areas of the PMBOK™
- Acquire the Required Contact Hours Needed to Register for the PMP® Exam
- Earn 32.5 CPEs
- Save Valuable Time by Taking All Three Core Courses at Once
- Achieve a Cost Savings of Over $900 Compared to Taking the Courses Separately
- Reduce Travel Costs by Choosing From Convenient Locations on Both Coasts
- Receive an Associate Project Management Certificate





Choose to attend in Washington or Las Vegas!

COURSE INFORMATION:

October 3-7, 2005 in Las Vegas, NV
February 6-10, 2006 in Arlington, VA
June 5-9, 2006 in Arlington, VA
September 18-22, 2006 in Las Vegas, NV

Open Enrollment
Course Level: Beginner
Prerequisites: None
Format: Group Live
Advanced Preparation: None
Tuition: $2385 (all three courses)
[Group and Certification Discounts Available]

Project Management Institute R.E.P. **Earn Contact Hours**

CPE **Earn 32.5 CPEs** CONTINUING PROFESSIONAL EDUCATION

Preparing for the PMP® Exam

Government Project managers certified by Project Management Institute® are sought after in their careers because of their firm understanding of established industry standards and knowledge of the latest project management strategies. As a result, many organizations now require project managers to become certified as a Project Management Professional®, a credential award by PMI® and nationally recognized as the standard for the profession.

Designed for experienced project managers or for those who have already obtained the required contact hours through our course offerings, the Performance Institute's Preparing for the PMP® Exam offers a convenient source for everything you need to ensure a high score on the PMP® exam and receive your certification from PMI®. Rooted on the nine Knowledge Areas and five Process Groups described in the PMBOK® Guide, this course delivers key sample questions, interactive group exercises, and proven tools essential to receiving a passing score. The prep course also offers study tips and explores key issues in project management professionalism and ethics, a requirement of the PMP® exam.

COURSE INFORMATION:

January 9-10, 2006 in Arlington, VA
August 14-15, 2006 in Arlington, VA

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

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

CPE **Earn 13 CPEs** CONTINUING PROFESSIONAL EDUCATION

About The Performance Institute

Transferring Knowledge to Transform Government



The Nation's Leader in Government Performance Management

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

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

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

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

The Performance Institute
1515 N. Courthouse Road
Suite 600
Arlington, VA 22201
703-894-0481
fax 703-894-0482

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

Receive CPE Credits and PDUs

Continuing Professional Education Accreditation

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

Project Management Professional® Certification Training

The Performance Institute has been reviewed and approved as a provider of project management training by the Project Management Institute. As a PMI Registered Education Provider (R.E.P), The Performance Institute has agreed to abide by PMI established quality assurance criteria. "PMI" and the PMI logo are service and trademarks registered in the United States and other nations; "PMP" is a certification mark registered in the United States and other nations; "PMBOK" and "CAPM" are trademarks registered in the United States and other nations by the Project Management Institute, Inc., which is not affiliated with The Performance Institute.

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.

How Can I Register?

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

DELEGATE INFORMATION

NAME

TITLE

OFFICE

ORGANIZATION

ADDRESS

CITY STATE ZIP

TELEPHONE FAX

E-MAIL

PAYMENT INFORMATION

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

CREDIT CARD NUMBER

EXPIRATION DATE

NAME ON CARD

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

COURSE SELECTIONS

Please Register Me for the Following Courses:

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

☐ **PLEASE ENROLL ME IN THE PROJECT MANAGEMENT CERTIFICATE PROGRAM**

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

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

Need help customizing your training program?

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

CANCELLATION AND QUALITY ASSURANCE POLICY

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

TRAINING LOCATION

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



PROJECT MANAGEMENT
FOR GOVERNMENT

Keep Your Projects on Target to Achieve Cost, Schedule and Performance Goals

The Performance Institute

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