Acquisition • Leadership, Management & Supervisory • Human Resources • Financial Management • Communication & Professional Skills •

Acquisition • Communication & Professional Skills • Financial Management • Human Resources • Leadership, Management & Supervisory

J&K Associates, Inc.

Human Resources Training Experts

Training Courses for General Services Administration (GSA)

15TH EDITION CATALOG

GENERAL SERVICES ADMINISTRATION

Federal Supply Service
Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through **GSA Advantage!™**, a menu-driven database system. The INTERNET address for **GSA Advantage!™**, is: http://www.GSAAdvantage.gov

FCS Group SIN Description:
874-4 Instructor Led Training, Web-Based Training and Education Courses, Course Development and Test Administration.

Contractor: J&K Associates, Inc.
905 J St
Centralia, WA 98531

Contract Number: **GS-02F-0183N**

Contract Period: August 21, 2003 through August 20, 2018

Business Size: Woman-Owned, Small Business

Phone: 360-388-0994

FAX: 208-922-6680

Website: www.jandkassociates.com

Email: training@jandkassociates.com

Contract Administration: Edie K. Stulken, President & CEO

1.   **Table of Awarded SINs/Prices:** See attached.

2.   **Maximum Order:** $1,000,000.00

3.   **Minimum Order:** $100.00

4.   **Delivery Area:** FOB / CONUS and OCONUS

5.   **Points of Production:** Dayton, OH

6.   **Statement of Net Prices:** See attached.

7.   **Quantity Discount:** See attached.

8.   **Prompt Payment Discount:** N/A

9a.   **Notification that Government purchase cards are accepted up to the micro-purchase threshold:** Yes

9b.   **Notification that Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Yes

10.   **Foreign Items:** N/A

11a. Time of Delivery: In accordance with schedule specified by delivery order.

11b. Expedited Delivery: N/A

11c. Overnight and 2-day delivery: N/A

11d. Urgent Requirements: N/A

12. F.O.B. Point: Destination

13. Ordering Address: J&K Associates, Inc., 905 J St, Centralia, WA 98531

14. Payment Address: J&K Associates, Inc., 905 J St, Centralia, WA 98531

15. Warranty Provisions: If we have not met the stated objectives of the course, contact us and tell us why. If pre-paid, we will refund your fee or apply the amount to another course.

16. Export Packing Charges: N/A

17. Terms and conditions of Government purchase card acceptance: Cards accepted; no additional terms and conditions; see items 9a and 9b.

18. Terms and conditions of rental and maintenance: N/A

19. Terms and conditions of installation: N/A

20. Terms and conditions of repair parts: N/A

21. Service and distribution points: N/A

22. Participating dealers: N/A

23. Preventive maintenance: N/A

24a. Special Attributes: N/A

24b. Section 508 Compliance: N/A

25. DUNS number: 153836267

26. Central Contractor Registration database: Currently registered

27. Uncompensated Overtime: N/A

GSA's Offered Price List*
Contract #GS-02F-0183N
Effective August 21,2003 – August 20, 2018
Schedule 874—MOBIS (Management, Organizational, and Business Improvement Services)

FCS Group SIN Description:

874-4 Instructor Led Training, Web-Based Training and Education Courses, Course Development and Test Administration.

GSA 2016 Prices w/IFF Fee Included		
	Group Price*	Per Student Fee (if over 25 students)
1 Day Course	$3,383	$135.32
2 Day Course	$6,752	$270.08
3 Day Course	$10,129	$405.16
4 Day Course	$13,212	$528.48
5 Day Course	$16,465	$658.60

	2016 Commercial Price	Discount to GSA	2016 GSA Price w/IFF Fee Included
1 Day Course	$3,561	5%	$3,383
2 Day Course	$7,107	5%	$6,752
3 Day Course	$10,662	5%	$10,129
4 Day Course	$13,908	5%	$13,212
5 Day Course	$17,332	5%	$16,465

*Prices listed are based on an average of 25 students per classes

14/30 Minimum/Maximum students per class

J&K Associates, Inc. offers GSA a 10% discount for consecutively scheduled courses of equal or lesser duration. Discount applies to the additional course purchased.

J&K Associates, Inc. offers GSA a 10% discount when/if agencies bundle courses and scheduled within that same fiscal year. Discount applies to the additional course purchased.

Video Conferencing per Remote Student
$47 (1-Day)
$76 (2-Day)
$86 (3-Day)
$95 (4-Day)
$100 (5-Day)

J&K will tailor all courses to meet an agency's needs at no extra cost.

Cancellation Policy
Two or more weeks prior to scheduled training date: No charge.
Less than two weeks prior to scheduled training date: Forfeit course training fee and instructor airfare, if applicable.

GSA Contract Holder

Table of Contents

Our Guarantee

Our courses receive high ratings for being well presented, relevant to the subject matter and timely.

We have always guaranteed the quality of our courses to show observable results and client satisfaction.

If we have not met the stated objectives of the course, contact us and tell us why. If pre-paid, we will refund your fee or apply the amount to another course.

www.jandkassociates.com

training@jandkassociates.com

GSA Advantage!®

Our History

Founded in 1974, J&K Associates, Inc., is a woman-owned small business based in Dayton, Ohio. We are a human resource development consulting and training firm that has instructed more than half a million people in domestic and international organizations. J&K works with the public sector in improving staff effectiveness through workshops and seminars.

Our President and CEO

Edie K. Stulken., is President and CEO of J&K Associates, Inc. Her past work experience includes Human Resources Coordinator for County Government, Chair of Salary Administration Committee, and Chief Liaison between Dept. Directors, Management, and Union Representatives. Edie ran a successful company for over 8 years leading a sales force of over 100 individuals. She is a sought after speaker, trainer and coach for Personal and Professional Development

Our Vision

Training for the future with excellence and consistency.

Our Mission

To provide our customers with the best quality human resource development training and consulting at the best value available.

Celebrating over 35 Years in Business

Our Select Customers

- Agencies within CON US & Overseas:
    - US Air Force
    - US Army
    - US Marines
    - US Navy
- Center for Disease Control (CDC)
- Civilian Human Resource Agencies
- Corps of Engineers
- Court Services & Offender Supervision Agency (CSOSA)
- Defense Finance & Accounting Systems
- Defense Logistics Agencies
- Department of Defense (DoD)
- Department of Energy (DOE)
- Department of Homeland Security
- Department of Transportation (DOT)
- Federally Employed Women (FEW)
- General Services Administration (GSA)
- Housing Urban Development/Office of the Inspector General (HUD/OIG)
- Human Resource Service Centers
- Internal Revenue Service
- MWR Command
- NASA Agencies
- Office of Thrift Supervision (OTS)
- Regional Readiness Command
- Social Security Administration
- TACOM Detroit
- US Coast Guard
- US Southern Command
- Veterans Administration
- West Point Military Academy

Your Professional Growth

Professional and technical growth of personnel is essential to the success of any government agency. You can ensure this growth with a coordinated plan of education and training. J&K offers an individualized consulting service to help you determine your evolving business needs. All on-site HR training seminars and workshops are tailored to meet your agency's specific goals.

Your Training Team

Ninety percent of our team of over 70 professional trainers have Master and Doctoral degrees. This team comes to you with extensive experience in Federal Government work and are experts in analyzing your training needs. J&K will soon have you on the fast track to a well-trained staff.

Our 1– 5– day workshops have won numerous awards and honors for our professional presentations, both in the United States and overseas.

We offer Intellectual Property Licensing

Use your trainers and our manuals for a substantial savings to your agency.

www.jandkassociates.com

Certificates and Registrations

Corporate Structure: "C" Woman-Owned Small Business (WOSB)
DBE: Disadvantaged Business Enterprise, State of Ohio Unified Certification Program (UCP)
GSA Contract: GS-02F-0183N
SAM: Completed
Duns Number: 153836267
Cage Code: 1DB76
NAICS Codes: 611430, 541611
PSC Codes: R & U
EIN: 31-1155910
NIGP: 918 66, 952 90
SIC: 8299, 8742
CED: 15484626E
Ohio State Vendor ID: 16601

NASBA

J&K Associates, Inc. is registered with the National Association of State Boards of Accountancy (NASBA) as

a sponsor of continuing professional 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 registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. www.nasba.org

J&K offers more than *400 human development training courses* for you to choose from. These include:

- Acquisition
- Communications
- Contracting Officer's (Technical) Representative Training (COR/COTR)
- Diversity
- Employee Relations
- Federal Appropriations Law
- Finance & Budgeting
- Government Correspondence
- Grammar & Writing
- Human Resources Management
- Leadership/Management/Supervisory
- Management Analysis
- Mediation/ADR
- Project Management
- Retirement & Financial Planning (CSRS/FERS)

SECTION I

Acquisition

Seminars and Workshops

These workshops teach the necessary skills needed by not only employees in the acquisition workforce but also those who perform purchasing, contract administration duties and performance-based management.

Acquisition
SECTION I

training@jandkassociates.com

Advanced Source Selection (2 Day)

Course ID: 207

Overview:
This advanced course provides the participants with a hands-on opportunity to walk through the source selection process by developing a source selection strategy, communicating the source selection criteria in the Request for Proposal, and then evaluating proposals. Proper source selection efforts lead to the most advantageous contracting situation for government customers. Participants should have completed J&K's Source Selection/Best Value Basics Course (Course 478) or have an equivalent level understanding of government contracting and source selection. This course applies the practices and procedures required Performance Work Statements (PWS), and Statement of Objectives (SOO); oral presentations; flexible source selection approaches; past performance evaluations; and risk identification and mitigation.

Objectives:
- Participate in the source selection process
- Develop criteria that will best support an award recommendation
- Develop information to support debriefing and pre-award/ Post-Award protests
- Develop a source selection strategy
- Apply useful evaluation methods and factors
- Conduct source evaluations

Topics:
- Different roles and responsibilities of the Source Selection Evaluation Board
- Acquisition Strategy and Planning
- Choosing the right source selection strategies
- Communicating and documenting key elements of the Source Selection Plan
- Developing Evaluation Factors
- Identify and Document Evaluation Issues
- Mock Source Selection Evaluation Board
- Develop and employ past performance and rating systems
- Prepare a Summary Evaluation Report
- Cost or price evaluations
- Oral presentations
- Exchanges with offers
- Final proposal revision
- Develop the Source Selection Evaluation Board Report/Presentation
- The Source Selection Advisory Committee Proposal Analysis Report
- Award recommendation
- Notification and debriefing

Basic Contracting for Federal Financial Professionals (1 Day)

Course ID: 234

Overview:
This interactive course gives the financial administrator an overview to federal contracting. The class introduces and defines various federal terminologies that are used in contracting and the various types of federal contracts.

Objectives:
- Define the goals and objectives of the Federal Acquisition Process
- Describe the FAR - Federal Acquisition Regulations
- Explain who the players are in the Acquisition process
- Identify contracting functions
- Understand the acquisition process (Determination of Need, Assess Market, Contract Formulation, Contract Administration)
- Understand terminology used in contracting

Topics:
- Determining the government's needs for goods and services
- Business analysis and strategy
- Acquisition planning
- Basics of what needs to be in a statement of work
- Writing statements of work
- Soliciting, evaluating offers, and awarding contracts
- Planning for source selection
- Pricing arrangements
- Developing a contract administration plan
- Responsibilities of administration
- Post-award orientations
- Modifications to the contract
- Changes in scope versus changes in prices

Contract Fundamentals (5 Day)

Course ID: 183

Overview:

The federal government relies heavily on contracting to fulfill government missions and statuary mandates. This puts a tremendous load on the government to provide qualified and trained people to assist in ensuring contractor compliance and employment of "best practices." This process is highly complicated and requires strict adherence to published rules, regulations, and statutes. This course provides an in-depth examination of federal acquisition practices, policies, and procedures to acquaint contracting personnel with the acquisition process and compliance issues.

Objectives:
- Understand the acquisition cycle
- Describe the goals of the federal acquisition process
- Understand quality assurance and contract compliance issues
- Describe the major function of the phases of the acquisition process
- Understand acquisition planning and contract formation
- Identify contract requirements and types of contracts
- Understand negotiated and sealed-bid contracts and the applicability of cost or pricing
- Understand contract modifications, terminations, and claims
- Understand standards of contact for government and contractor personnel

Topics:
- History of Acquisitions
- Ethics in Federal Contracting
- Acquisition Planning
- Contracting Methods
- Contract Types
- Competition
- Source Selection
- Socio-Economic Programs
- General Contracting Requirements
- Special Categories of Contracting
- Contract Management

Contract Management for COR / COTRs (3 Day)

Course ID: 131

Overview:

This course is specifically designed to increase Contracting Officer's Representative (COR)/Contracting Officer's Technical Representative (COTR) knowledge of the core COR/COTR competencies by applying them in a case study for a performance-based acquisition (PBA). Participants will study contract management issues ranging from acquisition planning to termination. This course will help participants develop a procurement strategy, requirements definition, and contract management skills necessary for successful contract execution. Participants will evaluate and choose acquisition strategy recommendations, conduct market research, draft requirements and quality assurance surveillance plan documents, create meaningful evaluation factors, and develop a detailed plan for managing the contract.

Objectives:
- Understand the benefits of PBA
- Collect and analyze relevant market information; identify possible sources
- Identify acquisition strategies
- Define requirements to fulfill mission needs
- Develop technical evaluation factors and subfactors
- Develop a Quality Assurance Surveillance Plan and
- Acceptable Quality Levels
- Identify contract performance risk areas and develop a plan for contract management
- Identify contract performance issues and remediation
- Recognize situations that will require a contract modification and communicate the requirement to the contracting officer
- Document and report contractor's actual performance under the contract

Topics:
- Performance and non-performance-based acquisitions
- Acquisition Strategy and Plan
- Market Research
- Defining the Requirement
- Developing Technical Evaluation Factors
- Post Award Planning
- Performance Management
- Contract Modifications, Contract Formation and Types of Contracts
- Organizational Conflicts of Interest
- Suspension-Debarment
- Contract Administration
- Interpretation / Authority
- Inspection / Acceptance
- Warranties & Changes
- Limitation of Funds / Limitation of Appropriations
- Payment / Progress Payments / Performance Based Payments
- Cost Principles / Cost Accounting Standards
- Freedom of Information Act - Buy American Act / Trade Agreements Act
- Office of Federal Contract Compliance Policy
- Compliance Requirements and Obligations
- Procurement Integrity
- Contract Fraud, Litigation and Dispute Resolution
- Claims under the Contracts Disputes Act
- Alternative Dispute Resolution
- Contractor Performance Evaluation and Contract Termination

Contracting Officer's (Technical) Representative (COR/COTR) Training (Initial) (3 or 5 Day)

Course ID: 448   **CPEs:** 3-day 23 / 5-day 39

Overview:
This 40-hour course is designed for initial training of Contracting Officer's Representatives (CORs), Contracting Officer's Technical Representatives (COTRs), Technical Officers (TOs), and Project Officers (POs). This course prepares new COR/COTR's to assist the contracting officer in the administration of contractor performance. On some contracts, particularly contracts against which we also issue Delivery/Task Orders, a COR is appointed. Not all contracts require a COR. For lower levels of surveillance, typically involving only certifying invoices and providing access, a Technical Point of Contact or Surveillance Officer is required. The COR is a Government employee at the work location who provides limited technical direction to contractor employees. The COR is not a Contracting Officer but must have training in some basic contracting principles.

Objectives:
  • Identify key elements and features of a contract
  • Understand various types of government contracts
  • Understand the role of the COR/COTR
  • Understand advisory and monitoring responsibilities
  • Assist the contracting officer in resolving disputes
  • Understand relationship between contract and statement of work (SOW)
  • Develop a Work Breakdown Schedule (WBS), schedule, and Budget
  • Conduct market research and Independent Government Cost Estimates
  • Understand possible conflicts of interest

Topics:
  • Draft Requirements, SOW/ Statement of Objectives (SOO)/ Performance Work Statement (PWS) and a Quality Assurance Surveillance Plan
  • Develop a Work Breakdown Structure
  • Identify task durations and develop schedules
  • Develop acceptable quality levels
  • Develop a budget
  • Conduct Independent Government Cost Estimates
  • Conduct market research
  • Assist in evaluating technical proposals
  • Determine the degree of contractor risk
  • Reasonableness of hours and rates and necessity of task orders
  • Support orientation
  • Recommend contract changes
  • Review technical qualifications of proposed key personnel
  • Act as the primary liaison for the contractor with Government
  • Provide technical direction
  • Recommend corrective actions
  • Provide SOW clarifications
  • Manage tasking
  • Oversee Government Furnished Equipment (GFE)
  • Review contractor progress reports
  • Monitor cost vs. Progress
  • Plan and administer service contracts
  • Handle unsolicited proposals
  • Performance Based Services Acquisition
  • Prepare contractor performance reports
  • Review acceptability of deliverables
  • Assist the contracting officer in closing contracts

COR/COTR Refresher (1 Day)

Course ID: 449   **CPEs:** 8

Overview:
This 8-hour refresher course is designed to update training for Contracting Officer's Representatives (CORs), Contracting Officer's Technical Representatives (COTRs), Technical Officers (TOs), and Project Officers (POs). This course reinforces initial COR/COTR training and prepares the COR/COTR to assist the contracting officer in the administration of contractor performance.

Objectives:
  • Identify key elements and features of a contract
  • Understand various types of government contracts
  • Understand the role of the COR/COTR
  • Your advisory and monitoring responsibilities
  • Assist the contracting officer in resolving disputes
  • Understand the relationship between the contract and the statement of work (SOW)
  • Understand possible conflicts of interest

Topics:
  • The Acquisition Cycle
  • Contract administration
  • Types of contracts
  • COR/COTR roles and responsibilities
  • Ethics and conflicts of interest
  • Understanding the SOW
  • Contract scope
  • Contract changes
  • Contract interpretation
  • Monitoring, inspection, and acceptance
  • Payments
  • Contract disputes
  • Contract termination

Contracting Process for Non-Contract Personnel (2 Day)

Course ID: 211

Overview:
This course will also review the importance of writing and thoroughly understanding the technical requirements of an engineering and/or logistics contract. This course will also describe the importance of quality requirements (i.e., FAR, acceptance process, etc.) and standards of quality clauses in the FAR. This course prepares non-contracting personnel to assist the contracting officer in the administration of contractor performance. The federal government's acquisition process is highly complicated and requires strict adherence to published rules, regulations, and statutes. This course provides an in-depth examination of federal acquisition practices, policies, and procedures to acquaint non-contracting personnel with the acquisition process and compliance issues.

Objectives:
- Identify key elements and features of a contract
- Understand various types of government contracts
- Understand role and responsibilities of contract team members
- Understand the relationship between the contract and the statement of work (SOW) or Performance Work Statement (PWS)
- Understand user organization's responsibilities for market research and Independent Government Cost Estimates (IGCE)
- Understand possible conflicts of interest

Topics:
- Acquisition and Contract Terminology
- The Federal Acquisition Regulation, Defense Federal Acquisition Regulation Supplements (DFARS), and Implementation Guidance
- Requirements development
- The SOW/Statement of Objectives (SOO)/ PWS and a Quality Assurance Surveillance Plan
- Conducting market research and IGCEs
- Acquisition strategies
- Source selection strategies
- Solicitation and award
- Contract administration
- Performance monitoring
- Dispute resolution
- Inspection and acceptance
- Contractor performance reporting
- Specialized contracting: engineering contracts, including Acquisition and Assistance Services (A&AS) and Research and Development (R&D) contracts
- Specialized contracting: supply contracts, including Indefinite Delivery/ Indefinite Quantity (IDIQ) and Supply Schedules

Contractor Performance Evaluation (1 Day)

Course ID: 133

Overview:
The Office of Federal Procurement Policy and Federal Acquisition Regulations require the collection and maintenance of past performance information (PPI) for use in award decisions for competitive acquisitions. Well documented PPI endures that the best performers are rewarded and poor government partners are identified to ensure performance risks are properly evaluated during source selection. Participant will learn the differences between outcome-based and output-based performance measures and to link performance measures to the strategic plan.

Objectives:
- Identify the definition for outcome-based performance measures
- Identify the difference between an outcome-based and output-based performance measures
- Identify why you should develop outcome-based performance measures
- Identify ways to map measures to strategic plans using a conceptual framework
- Describe the 5-step process for getting organized to develop performance measures
- Identify the 6-steps for measuring performance
- Document and report contractor's actual performance under the contract

Topics:
- Regulatory Requirements
- The PDCA Model
- Contractor Performance Assessment Reporting System
- Policy Guide
- Lessons from the DoD Inspector General Audit D-2008-057 "Contractor Past Performance Information"
- Past Performance Process
- Reporting Thresholds/Frequency
- Quality Reporting/Acceptable Quality Levels
- Contractor Rebuttal

Acquisition

Contracting Officer's Technical Representative (COTR) Training for Information Technology (IT) Acquisition (5 Day)

Course ID: 445

Overview:
Information Technology (IT) acquisitions are pervasive in the federal government and present unique challenges for ensuring successful delivery of systems within scope, budget, and schedule constraints. Due to the complex nature of IT systems and software, these acquisitions require increased monitoring by specialized representatives trained in both IT systems and federal acquisition rules. This workshop enables COTR's responsible for IT acquisitions to understand his/her role in supporting the contracting officer in executing legal contract authority and ensuring successful execution of contracts for IT systems and services. You will focus on implementing the Performance Work Statement (PWS) and Quality Assurance Surveillance Plan (QASP) in Performance Based Acquisitions (PBA). This workshop is also aligned with the Office of Management and Budget (OMB) Letter identifying COTR General Business Competencies relating to each area for the acquisition of IT systems and software.

Objectives:
- Identify COTR Roles, Responsibilities and General Business Competencies
- Understand the Acquisition Cycle and its relationship to the System Development Life Cycle (SDLC)
- Identify the key laws and regulations that affect IT acquisitions
- Understand COTR ethical responsibilities and possible conflicts of interest
- Identify key elements and features of a contract
- Understand various types of government contracts
- Identify Key elements and features of PBA
- Understand the Relationship between the contract and the PWS
- Identify the goals and requirements of a detailed PWS and QASP
- Produce a clear and detailed PWS and QASP for various IT products and services
- Develop a work breakdown structure (WBS), Schedule, and Budget
- Conduct market research and Independent Government Cost Estimates
- Understand monitoring contractor performance and risks, including Earned Value Management

Topics:
Module 1 - Introduction
- Importance of IT and Software Management
- Software-Intensive Systems
- Software Development Paradigms
- Acquiring Technology Systems, Software, and Software Embedded Systems
- COTR Roles and Responsibilities in IT Acquisitions
- Limits on the COTR's authority

Module 2 - The Legal and Regulatory Environment for IT Acquisitions and PBA
- Federal Information Systems Management Act (FISMA)
- Clinger-Cohen Act of 1996 (Public Law 104-106)
- Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d)
- Architectural and Transportation Barriers Compliance Board Electronic and Information Technology (EIT) Accessibility Standards (36 CFR Part 1194).
- OMB Circular No. A-127 and A-130
- Federal Acquisition Regulation (FAR) 1.102, Statement of Guiding Principles for the Federal Acquisition System
- FAR Part 7, Part 10, Part 11, Part 37, Subpart 37.6, Part 39 and Part 46

Module 3 - Ethics in Government Contracting
- Executive Order 12674 and 5 CFR 2635
- Basic prohibition on gifts between employees
- Procurement Integrity Act, FAR 3.104-3
- Contractor bid or proposal information
- Source Selection Information (FAR 3.104)
- Criminal and Civil Penalties, Administrative Actions
- Organizational Conflicts of Interest (FAR 2.101)
- Identifying Fraud in Government Contracts

Module 4 - Acquisition Planning (FAR 2.101)
- Market Research Requirement
- Elements of the plan (FAR 7.105)
- Planning for funding, the budget process
- Commitment/Obligation
- Contract Modifications
- Availability of Funds Clause (FAR 52.232-18)
- The Anti-Deficiency Act of 1982, 31 USC1341 (a)
- PBA Overview and Planning
- Job, Work, Performance and Evaluation Analysis
- Cost Estimation
- Writing the Performance Work Statement (PWS)

Module 5 - Developing the Acquisition Strategy
- Contracting Methods
- Contract Types
- Competition
- Source Selection Strategies

Module 6 - Acquisitions/Procedures
- Service Contracts
- Typical service contract areas
- Civil Service Laws and Regulations and Classification Act
- Criteria for recognizing personal services
- Permissible personal service contracts
- Office of Personal Management (OPM) Rule
- Unsolicited Proposals

Module 7 - Socioeconomic Programs
- Small Business Program
- Set-Asides for Small Business Concerns
- Small Disadvantaged Business Participation Programs
- Contracting with the Small Business Administration
- Section 8(a) Contracting Procedures
- Provisions relating to minority business
- HUBZone Program
- Equal Employment Opportunity
- Service Contract Act

Module 8 - Preparing the Solicitation and Publicizing
- Streamlined Solicitation for Commercial Items; SF 1449
- Response Time
- Uniform Contract Format (UCF)
- Description of UCF sections
- Government-wide Point of Entry; FedBizOpps
- Required methods for disseminating information
- Publicizing
- Exchanges of information with potential Offerors

Module 9 - Evaluation and Award
- COTR Assistance to the CO; questions of responsibility
- Responsiveness
- Contracting by negotiation
- Evaluation of proposals and Technical Evaluation
- Elements of the evaluation process
- Providing narrative justification
- Deficiencies and/or significant weaknesses in proposals and unacceptable proposals
- Technical analysis of cost proposals
- Consultation with program personnel
- Limitations
- Evaluating final proposal revisions

Module 10 - Notifications and Post-award Actions
- Pre-award notices of exclusion from the competitive range
- Pre-award debriefings
- Post-award notices
- Post-award debriefings
- Protest Forums
- Timely resolution of protests

Module 11 - Contract Administration
- COTR contract review and administration planning
- Post-award orientation
- Custodial Responsibilities for Government Furnished Equipment (GFE)
- Safety, security, and privacy compliance monitoring
- Monitoring performance and risks
- Dealing with delinquencies and taking remedial actions
- Actions to enforce contract requirements (Requirement Validation)
- Reviewing invoices - Prompt Payment Act
- Socioeconomic programs affecting the COTR's role
- Deliverables, testing, inspection and quality control requirements
- Contractor Performance Information/Evaluation

Module 12 - Disputes and Appeals
- Disputes Clause (FAR 52.233-1)
- Claim definition
- Requirements and jurisdiction
- Administration Dispute Resolution Act of 1996
- The COTR's Role
- Initiation of claim
- Preparation of written decision by the Contracting Officer
- Contract Disputes Act; timeliness of decision
- Certification Requirements
- Appeal Process
- Dispute provisions in subcontracts
- Alternative Dispute Resolution (FAR 33.201)

Module 13 - Contract Closeout
- Termination for convenience, default, expiration and completion
- COTR involvement in closeout

Earned-Value Management Boot Camp (2 Day)

Course ID: 141

Overview:
This course is designed for employees and supervisors that have a need for a basic understanding of the Earned Value Management System (EVMS). This course will provide an understanding of Earned Value Management as it is required by law, OMB Circular A-11 policy guidance, and DoDI 5000.2. This course will discuss how Earned Value provides a common denominator for work scope, schedule, and resources.

Objectives:
- Define the basic elements of performance measurement
- Identify the governing EVM statutes, regulatory policy, and Department of Defense (DoD) implementation guidance
- Describe how earned value management combines work scope, schedule, and resources
- Explain in plain language the meaning of the five earned value variables: Budget Cost of Work Scheduled (BCWS); Budget Cost of Work Performed (BCWP); Actual Cost of Work Performed (ACWP); Budget at Completion (BAC); and Estimate at Completion (EAC)
- Explain in plain language the meaning of the SV, CV and Variance at Completion earned value metrics
- Recognize earned value variables SV, and CV on EV graphs and Format 1 of the Contract Performance Report

Topics:
- Integrated Program Management Risk
- Statutes Related to EVM
- OMB EVM Policy
- EVM Implementation Instructions
- Earned Value Measurement
- Understanding the Program Plan
- Time-Phased Budget Plan
- Cost Status Imposed on the Plan
- Current Status Using Earned Value Measurement
- Performance Status Imposed on the Plan
- Understanding Earned Value Independent Variables
- Understanding Earned Value Metrics

Our web site is designed to help you find the course you are looking for by searching topics using key phrases.

Visit us at:
www.jandkassociates.inc

Acquisition

Earned-Value Ten Keys to Success (1 Day)

Course ID: 208

Overview:
This course is designed for Program/Project Managers and their staff to understand the ten key factors that can make or break the successful use of Earned-Value Management System (EVMS) on their project or program.

Objectives:
- Ten key decision points in implementing EVMS on your program and the ramifications of your decision
- Identify your contractual requirements for EVMS
- Understand risk elements and special emphasis areas
- Initial and ongoing contractor validation
- EV health indicators
- Understand EV reporting and analysis
- EV as a team effort

Topics:
- Know what the EVMS requirements are in your contracts
- Fully understand EV expectations
- Has contractor's EVMS been previously validated
- Put early, aggressive CMO emphasis on new programs
- Follow up aggressively on any identified EVMS deficiencies
- Ensure personnel are trained in EVMS
- Keep tabs on key EV Indicators for major programs
- Perform joint EV System Surveillance with contractor
- Review initial submissions of CPRs or C/SSRs very closely
- Analyze EV data as a "Team Effort"

Evaluating Contractor Proposals (3 Day)

Course ID: 353

Overview:
Best value analysis of proposals is essential to successful government contracting. Proposals provide the opportunity to evaluate innovative approaches or cost-saving opportunities that would not be available in price bid solicitations. The purpose of this workshop is to provide an in-depth methodology for contractor proposal analysis consistent with the government's policy, guidance, the solicitation's Request for Proposal (RFP) and Source Selection Plan (SSP). The primary focus of the workshop is the structure, format, process, and methodology of proposal analysis. Participants will analyze and evaluate contractor proposals against the RFP's evaluation factors by assessing the potential offeror's technical and managerial approach against the government's needs and requirements.

Objectives:
- Identify key components of the RFP and SSP
- Understand Business Case Analysis
- Understand the relationship between market research and independent cost estimating
- Evaluate the efficacy of contractor work breakdown structures (WBS) and schedules
- Identify key performance indicators, including technical, managerial, past performance/relevant experience, cost/price factors
- Understand Earned Value Management (EVM)
- Assess contractor risk and proposal gaps
- Understand the government's role in discussions and negotiations

Topics:
- The Request for Proposal and Source Selection Plan
- Business Case Analysis
- Unsolicited Proposals
- Conducting Market Research (Tactical and Strategic)
- Independent Cost Estimating and Life Cycle Cost Estimates
- Techniques (Analogy, Parametric or Statistical, Engineering or Bottom-up and Actual Estimates)
- The Learning Curve
- Cost as an Independent Variable
- Analyzing the Work Breakdown Structure (WBS)
- Program WBS
- Contract WBS
- Analyzing Schedules
- Scheduling Techniques
- Scheduling Types and Reports
- Evaluating Past Performance and Relevant Experience
- Evaluating Technical Factors
- Technical Approach
- Technical Risk
- Evaluating Resumes for Key Personnel
- Evaluating Cost and Price Factors
- Evaluating the Contracting Quality Plan and EVM System
- Evaluating the Contractors understanding of the need and management approach
- Assessing Contractor Risk
- Best Value Analysis
- Discussion and Negotiations

Fundamentals of Federal Contracting & Acquisition (4 Day)

Course ID: 452

Overview:
The federal government has increased its use of contractors where there are no military critical skills or where the work is inherently government. This puts a tremendous load on the government to provide qualified and trained people to assist in ensuring contractor compliance and employment of "best practices." The federal government's acquisition process is highly complicated and requires strict adherence to published rules, regulations, and statutes. This course provides an in-depth examination of federal acquisition practices, policies, and procedures to acquaint managers and non-contracting personnel with the acquisition process and compliance.

Objectives:
- Understand the acquisition cycle
- Describe the goals of the federal acquisition process
- Understand quality assurance and contract compliance issues
- Describe the major function of the phases of the acquisition process
- Understand contract modifications, terminations, and claims
- Understand standards of contact for government and contractor personnel

Topics:
- The Federal acquisition process
- Roles and responsibilities
- Basic statutes and regulations
- The Acquisition Process
- Pre-solicitation Phase
- Acquisition planning
- Analysis of requirements
- Sourcing
- Solicitation and Award Phase
- Request for Proposal/Bid
- Statement of Work
- Evaluation & Award
- Post-award Administration Phase
- Start-up
- Quality assurance
- Payment and accounting
- Closeout
- Modifications terminations and claims
- Standards of conduct
- Procurement integrity

Government Contract Negotiations (2 Day)

Course ID: 290

Overview:
This workshop emphasizes the importance of negotiation skills in the new acquisition environment. The specifics of contract negotiation, cost and pricing coupled with personalities is integrated with best value procurement, preparing for negotiation, use of guidelines, use of effective negotiation strategies and tactics, and maintaining control to achieve successful contract outcomes.

Objectives:
- Understand the ground rules of contract negotiations
- Understand the psychology behind negotiation
- Comprehend and apply basic negotiation strategies
- Comprehend and apply basic negotiation tactics
- Learn when to use specific strategies and tactics sample negotiation exercises
- Achieve effective contract negotiation outcomes

Topics:
- The Ground Rules for Contract Negotiation-"The Process"
- The Fundamentals of Negotiation
- Traits of a Negotiator
- The Negotiation Process
- Weighing Risk
- Pre-Award Actions by the Government
- Pre-Award Actions by the contractor
- Establishment of negotiation objectives
- Evaluation of Proposals
- Exchanges with Offerors after Receipt of Proposals
- Difference between Negotiation and Discussion
- Negotiation Exercises

You have questions about a course or don't see what you are looking for?

Give us a call or send us an e-mail.

Independent Government Cost Estimating (IGCE)
(1 Day)

Course ID: 476   **CPEs:** 16

Overview:
Cost estimates are one of the fundamental building blocks of any acquisition program. This course is designed for anyone involved in developing Independent Government Cost Estimates (ICGE). The course will take students through the step-by-step process of developing and supporting an IGCE. The process will be used to develop an IGCE for a variety of procurements whether for new procurement of commercial, non-commercial, or unique items for supplies, equipment or services, or for contract modifications.

Participants should be able to, define various financial management terms as they relate to the acquisition process, determine when various cost estimates are required to be prepared, determine what estimating methodology, is most appropriate, and what cost data is of interest to various program stakeholders. The course presents the hierarchy of Federal Acquisition Regulation (FAR) price analysis methods and includes information on fee payments.

Objectives:
 • Explain the purpose of the IGCE
 • Describe the major elements of the cost estimate
 • Discuss the steps in the cost estimating process
 • Select appropriate estimating methods
 • Develop an IGCE

Topics:
 • The requirements document
 • Cost analysis
 • Cost analysis processes
 • Cost estimating methods
 • Differentiate between price and cost analysis
 • Understand the seven price analysis methods in the FAR
 • Explain why Truth in Negotiation Act (TINA) is important in price analysis
 • Identify the relationship between value analysis and price and cost analysis, according to the FAR
 • Conducting market research
 • Identifying the factors affecting profit/fee analysis
 • Facilities Capital cost of Money (FCCOM)
 • Evaluating the estimate

Introduction to Federal Acquisition Regulation (FAR) (3 Day)

Course ID: 165

Overview:
The FAR is the codification of uniform policies and procedures for acquisition by all executive agencies of the federal government except those statutorily exempted. The FAR provides the basis for developing and administering government contracts. Understanding the FAR is intended for acquisition professionals, government contractors, contracting officer's representatives, and contract quality assurance specialists who are interested in gaining a basic understanding of how to understand and most effectively use the FAR.

Objectives:
- Identify the acquisition phases
- Discover the nomenclature scheme of the FAR, and learn to locate specific FAR passages through use of your understanding of the unique FAR numbering structure
- Identify FAR clauses
- Understand acquisition planning and contract formation
- Identify contract requirements and types of contracts
- Understand negotiated and sealed-bid contracts and the applicability of cost or pricing
- Understand Source Selection and best value analysis
- Describe contract terminations and the responsibilities for contractor and government personnel

Topics:
- The Federal Acquisition Process
- FAR structure and organization
- Acquisition terminology and definitions
- Legal basis of the FAR
- The relationship between the FAR and Agency Implementation Guidance
- The FAR as a living document; finding updates

General Sections
- Part 1-Federal Acquisition Regulation System
- Part 2-Definitions of Words and Terms
- Part 3-Improper Business Practices and Personal Conflict of Interest
- Part 4-Administrative Matters

Competition and Acquisition Planning
- Part 5-Publicizing Contract Actions
- Part 6-Competition Requirements
- Part 7-Acquisition Planning
- Part 8-Required Sources of Supplies and Services
- Part 9-Contractor Qualifications
- Part 10-Market Research
- Part 11-Describing Agency Needs
- Part 12-Acquisition of Commercial Items

Contracting Methods and Contract Types
- Part 13-Simplified Acquisition Procedures
- Part 14-Sealed Bidding
- Part 15-Contracting by Negotiation
- Part 16-Types of Contracts
- Part 17-Special Contracting Methods

Socioeconomic Programs
- Part 19-Small Business Programs
- Part 22-Application of Labor Laws to Government Acquisitions

Government Acquisitions
- Part 23-Environment, energy and water efficiency, renewable energy technologies, occupational safety, and Drug-Free Workplace
- Part 24-Protection of Privacy and Freedom of Information
- Part 25-Foreign Acquisition
- Part 26-Other Socioeconomic Programs

General Contracting Requirements
- Part 27-Patents, Data, and Copyrights
- Part 28-Bonds and Insurance
- Part 29-Taxes
- Part 30-Cost Accounting Standards Administration
- Part 31-Contract Cost Principles and Procedures
- Part 32-Contracting Financing
- Part 33-Protests, Disputes, and Appeals

Special Categories of Contracting
- Part 34-Major System Acquisition
- Part 35-Research and Developmental Contracting
- Part 36-Construction and Architect-Engineer Contracts
- Part 37-Service Contracting
- Part 38-Federal Supply Schedule Contacting
- Part 39-Acquisition of Information Technology
- Part 41-Acquisition of Utility Services

Contract Management
- Part 42-Contract Administration and Audit Services
- Part 43-Contract Modifications
- Part 44-Subcontracting Policies and Procedures
- Part 45-Government Property
- Part 46-Quality Assurance
- Part 47-Transportation
- Part 48-Value Engineering
- Part 49-Termination of Contracts
- Part 50-Extraordinary Contractual Actions
- Part 51-Use of Government Source by Contractors

Clauses and Forms
- Part 52-Solicitation Provisions and Contract Clauses
- Part 53-Forms

Acquisition

Performance-Based Acquisition (PBA) (2 Day)

Course ID: 477

Overview:
Currently, increasing use of performance based-services acquisitions is one of the Government's top management initiatives, which have been reinforced at several levels throughout the Federal Government, including: The President's management objectives, Congressional Intent, The Procurement Executives Councils (PEC), The Department of Defense, and Defense Components. PBSA emphasizes that all aspects of an acquisition be structured around the purpose of the services to be performed. Measurable performance standards may be objective or subjective, but shall reflect the level of service required by the government to meet mission objectives.

Objectives:
- Explain the benefits of PBSA
- Understand the legal, regulatory requirements and the process of PBSA
- Identify the components of PBSA
- Understand the Performance Work Statement (PWS) Principles
- Understand the PWS
- Understand the Quality Assurance Surveillance Plan (QASP)
- Understand how to use a Statement of Objectives (SOO)
- Understand the uses of the Performance Requirements Summary (PRS)
- Identify the use of incentives and remedies in PBSA
- Understand PBSA administration
- Understand the Partial Use of PBSA Methods
- Identify PBSA applications for research and advisory contracts

Topics:
- PBSA components and regulatory guidance
- PBSA benefits
- Establishing a PBSA team
- Describing the problem
- Developing and analyzing requirements
- Conducting job analysis
- Examining public and private sector solutions
- Developing the PWS or SOO
- Deciding how to measure and manage performance via Acceptable Quality Levels (AQL)
- Developing the QASP
- Developing the PRS
- Selecting the right contractor
- Managing performance
- Special cases in PBSA: Advisory and Assistance (A&AS) and Research, Development, Test, and Evaluation (RDT&E) Contracts

Performance-Based Acquisitions for IT (1 Day)

Course ID: 348

Overview:
This workshop offers Federal Government contracting and IT program personnel a chance to learn a new approach for improving contracts and obtaining IT services by placing emphasis on the use of performance based acquisition process steps to create lasting and meaningful service contracts by discarding use of traditional Quality Assurance Methods and using new commercial practices.

Being a visionary is not enough. Knowing how to identify, collect data, and put to use new processes for obtaining IT support is what will improve performance of your IT organization. Students will learn what the performance based acquisition process means, how it is used in solicitations, with various contract types, and how use of a SLA will dramatically change your normal mode of IT operation, making your organization more efficient and effective in the long-run.

Objectives:
- Identify all 7 steps of Performance-Based Acquisition
- Identify what makes up a Request for Proposal (RFP solicitation)
- Understand the differences between a QASP and SLA
- Create and foster better contracts through selection of the right contract "type" vehicle
- Shape an RFP to provide the right services with the right quality at the right cost and price

Topics:
- Application of Performance-Based Acquisition methods
- Proper contract creation
- Performance Work Statements with Performance-Based Contracts
- Contract Type Arrangements Understanding what is meaningful in source selection when being performance-based
- Service Level Agreements
- Review of a current RFP for IT using SLA

Simplified Acquisition Procedures (SAP) (3 Day)

Course ID: 333

Overview:
This course is ideal for purchasing agents or contracting officers who require an understanding of the simplified methods of procurement, as detailed in the Federal Acquisition Regulation (FAR) Part 13 and other related parts. The Simplified Acquisition Process (SAP) course will teach acquisition personnel the basics of simplified acquisition processes and procedures to enable them to better and more effectively deal with SAP and even more complex acquisition issues. You will improve your acquisition skills greatly through course attendance and practical exercises.

Objectives:
- Discuss the laws governing the use of required sources and simplified acquisition
- Describe the duties, responsibility and authority of participants in the SAP process
- Evaluate purchase requests
- Make proper source of supply decisions to acquire supplies and services
- Acquire supplies and services using mandatory sources of supply, via open market and achieve adequate competition when necessary
- Apply socioeconomic policies and procedures
- Apply procurement integrity, standard of conduct and ethical principles
- Learn to administer purchase, task and the delivery of orders
- Understand the importance for clear, complete and concise requirements documents
- Apply evaluation factors and evaluate quotations based on price and related factors
- Understand the impact of basic FAR clauses on SAP requirements
- Comply with basic SAP documentation.
- Properly monitor contract/purchase/delivery performance
- Understand the basics of contract disputes clause

Topics:
- Required sources
- Open-market purchasing
- Applicable laws and regulations
- Responsibility and authority of participants in the process
- Elements essential to a contract

Source Selection/Best Value Basics (3 Day)

Course ID: 478

Overview:
This course provides the participants with information on contractor selection through the acquisition process. Proper source selection efforts lead to "best value" award decision. This course covers practices and procedures of Performance Work Statements (PWS), and Statement of Objectives (SOO); oral presentations; flexible source selection approaches; past performance evaluations; risk identification and mitigation.

Objectives:
- Understand the source selection process
- Identify the key elements of a source selection plan
- Identify the criteria that will best support an award recommendation
- Understand debriefings and pre-award/Post-Award protests
- Understand the importance of clear requirements and objectives
- Develop definitive SOW, PWS, or SOO
- Develop quality Requests for Proposals (RFP)
- Understand the relationship between the RFP and SOW/PWS/SOO
- Develop useful evaluation methods and factors
- Conduct proposal evaluations
- Understand Best Value contracts awards

Topics:
- Statutory and regulatory requirements
- Different roles and responsibilities of each source selection participant
- Competition advocates
- Overview of the Federal Acquisition Process
- Terminology for source selection
- Acquisition strategy and plan
- Key elements of the source selection plan
- Developing evaluation factors
- The Request for Proposal (RFP)
- Understand procedures for safeguarding source selection information
- Procurement integrity and conflicts of interest
- Pre-proposal training
- Perform initial screening of proposals
- Identify and document evaluation issues
- Past performance and rating systems
- Prepare a summary evaluation report
- Cost or price evaluations
- Oral presentations
- Final proposal revision
- The source selection evaluation board report
- The Source Selection Advisory Committee Proposal Analysis Report
- Award recommendation
- Notification and debriefings

Acquisition

Technical Evaluation (2 Day)

Course ID: 145

Overview:
Best value analysis of cost proposals is essential to successful government contracting. Proposals provide the opportunity to evaluate contractors' innovative approaches or cost-saving opportunities that would not be available in price bid solicitations. The purpose of this workshop is to provide the in-depth methodology, skills, and analytic tools for contractor proposal analysis consistent with the government's policy, guidance, the solicitation's Request for Proposal (RFP) and Source Selection Plan (SSP). Participants will analyze and evaluate contractor proposals against the RFP's evaluation factors by assessing the potential offeror's technical and managerial approach against the government's needs and requirements.

Objectives:
- Identify key components of the RFP and SSP
- Understand estimating techniques and statistical tools
- Understand Requirement Analysis
- Evaluate the proposal for direct and indirect labor, materials, subcontracts and interdivisional responsibilities, travel and Other Direct Costs
- Understand the relationship between market research and independent cost estimating
- Evaluate efficacy of contractor work breakdown structures (WBS) and schedules
- Identify key performance indicators, including technical, managerial, past performance/relevant experience, and cost/price factors
- Access the potential risks associated with the contractor approach
- Develop risk mitigation actions
- Understand and evaluate contractors Earned Value Management (EVM)
- Assess contractor proposal gaps as compared to RFP
- Understand the government's role in discussions and negotiations

Topics:
- The Request for Proposal and Source Selection Plan
- Independent Cost Estimating and Life Cycle
- Estimating Techniques (Analogy, Parametric or Statistical, Engineering or Bottom-up and Actual Estimates)
- The Learning Curve
- Cost as an Independent Variable
- Analyzing the Work Breakdown Structures (WBS)
- Program and Contract WBS
- Analyzing Schedules
- Scheduling Techniques
- Scheduling Types and Reports
- Evaluating Past Performance and Relevant Experience
- Evaluating Technical Factors
- Technical Approach
- Technical Risk
- Evaluating Resumes for Key Personnel
- Evaluating Cost and Price Factors
- Evaluating the Contractor's Quality Plan and EVM System
- Evaluating Contractors understanding of need and management approach
- Assessing Contractor Risk
- Best Value Analysis
- Discussions and Negotiations

Understanding Contract Proposals (1 Day)

Course ID: 435

Overview:
Proposals provide the opportunity to evaluate innovative approaches or cost-saving opportunities that might otherwise be unavailable to government organizations. The purpose of this workshop is to provide an overview of DoD's policy, guidance, and application of contractor proposal analysis consistent with the Request for Proposal (RFP) and Source Selection Plan (SSP).

The primary focus of the workshop is the process, and methodology of proposal analysis. Participants will learn the evaluation factors in the potential offeror's technical and managerial approach against the government's needs and requirements.

Objectives:
- Identify key components of the RFP and SSP
- Understand the relationship between market research and independent cost estimating
- Understand the work breakdown structures (WBS) and schedules
- Identify key performance indicators, including technical, managerial, past performance/ relevant experience, and cost/ price factors
- Identify contractor risk and proposal gaps

Topics:
- The Request for Proposal and Source Selection Plan
- Market Research
- Independent Cost Estimating and Life Cycle Cost Estimates
- WBS Development
- Schedules
- Past Performance and Relevant Experience
- Technical Performance Factors
- Cost and Price Factors
- Contractor's Approach and Management
- Risk Management

Writing Performance Work Statements (PWS) (2 or 3 Day)

Course ID: 459

Overview:
The Statement of Work (SOW) is the foundation for contractor performance. It's the core document that conveys the Government's needs to contactors in a manner that assures accurate bids and successfully performed work. In Performance-Based Contracting, where the focus is on the end result of the contract rather than on how goods or services are delivered, the Performance Work Statement (PWS) takes on even more importance.

The key to writing a successful PWS is knowing how to create a SOW that provides the greatest amount of control while firmly establishing methods for measuring and reviewing the contractor's performance, progress, costs and quality.

Objectives:
- Enable government managers to understand the importance of the PWS and QASP
- Explain the importance of good PWS in the context of the contractual process, program support, risk and cost reduction and contractor selection
- Identify key elements & features
- Understand the relationship between the contract and the PWS
- Understand the role of the PWS for Contract Management
- Identify the goals and requirements for a detailed PWS
- Produce a clear and detailed PWS and QASP for various PBC contracts for goods and services

Topics:
- Policies and procedures governing the use of Performance Work Statements (PWS)
- Developing requirements for PWS development
- The statement of objectives (SOO) approach to describing the requirement
- Job analysis to develop the PWS
- Writing the PWS and Quality Assurance Surveillance Plan (QASP)
- Analyzing the PWS and QASP
- Performance-based considerations for evaluation of offers and award and administration of the contract

Writing Statements of Work (SOW) (1 Day)

Course ID: 437

Overview:
The majority of government contracts include a statement of work (SOW), which forms the basis for successful performance by the contractor, and effective administration of the contract by the government. The SOW specifies what the contractor will be required to perform. A well-written SOW enhances the opportunity for all potential contractors to compete equally and serves as a standard for the contractor performance under the contract. This workshop prepares contractor representatives and people who want to contract for services to develop a clear SOW.

Objectives:
- Understand the role of the SOW for Contract Management
- Identify the goals and requirements for a detailed SOW
- Produce a clear and detailed SOW

Topics:
- Types of SOWs
- Federal requirements
- SOW format
- Statement of Objectives (SOOs)
- Request for Proposal Internal Consistency
- Standards
- Performance Specifications (Data Item Descriptions)
- Considerations
- SOW analysis
- Resources for SOW preparation

Section II

Communication & Professional Skills

Seminars and Workshops

Seminars in this section provide success skills that will benefit anyone at any level, from recent hires to retirees.

Communication & Professional Skills
Section II

Communication & Professional Skills

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ABC's of English Grammar (1 Day)

Course ID: 409

Overview:
This workshop is designed to help you project the right image: polished, professional, and intelligent. You will learn how to punctuate, capitalize, and pronounce like a pro, as well as how to eliminate embarrassing mistakes, gain confidence, and produce clear, credible business communications.

Objectives:
- Apply the basic rules of English grammar
- Avoid common grammatical errors
- Know the eight parts of speech
- Recognize correct sentence structure
- Use punctuation marks correctly
- Spell troublesome words correctly
- Apply today's writing standards for improved communication
- Use computer software to help with spelling, punctuation, and grammar

Topics:
- Grammar guidelines to live by
- There are only eight parts of speech, and you really must know them
- Sentence structure that makes sense
- Punctuation is like a traffic light
- Commonly misspelled words
- The four Cs of writing standards
- What software can (and cannot) do to help you

Accountability: Everyone's Responsibility (2 Day)

Course ID: 295

Overview:
Accepting responsibility leads to empowerment. If you want more decision-making authority, you must be prepared to be accountable for your decisions. In this enlightening seminar you will learn why managers should give people the freedom to make mistakes, and why some people reject accountability. You will also learn how and why to involve everybody in an accountability system and how to keep people from pointing the finger of blame at others.

Objectives:
- Identify the criteria for accountability
- Value the importance of being responsible for their actions
- Explain one's conduct without feeling guilty or appearing defensive
- Establish and maintain a system of accountability
- Know the advantage of an empowered workforce
- Describe the facts, conditions and events that relate to accountability
- Avoid placing blame on others
- Feel responsible for your actions

Topics:
- How self-esteem relates to accountability
- Building ownership
- Changing attitudes
- Alienation and dissatisfaction in a typical workplace
- Ethical responsibility
- Building the bridges of communication
- Repairing or building the foundation of trust
- Putting your money where your mouth is
- Helping others to be responsible
- Organizational obstacles to personal accountability
- Creating a personalized accountability plan
- What happens when everyone is responsible

Active Listening & Memory Development (2 Day)

Course ID: 102

Overview:
Learn practical techniques to improve listening and to remember what you hear. This workshop helps participants overcome the barriers to active listening that keep many of us from really understanding what other people say. Participants also develop simple memory skills – such as mnemonics, association, and "pegs" – to improve comprehension, retention, and recall.

Objectives:
- Recognize and overcome barriers to active listening
- Apply the ten principles of active listening
- Hear what people mean, not what they say
- Probe and question for clarification
- Remember facts, faces, names and numbers by applying simple memory tricks

Topics:
- Listening surveys-how well do you listen?
- Values of active listening
- Real vs. pseudo-listening
- Passive vs. active listening
- Blocks to listening
- Ten principles of active listening
- Questioning techniques for clarification and understanding
- Total active listening
- Applications of memory in daily life
- Visual and auditory memory skills
- Mnemonics techniques
- Associative memory techniques
- Grouping techniques
- Sequential techniques
- Topical systems methods
- Peg and hook methods
- Faces, names and numbers

Communication & Professional Skills

Advanced Technical Writing (3 Day)

Course ID: 417

Overview:
This course is for students who already possess good writing skills but have difficulty writing in-depth technical papers, articles, reports, abstracts, and manuals. Learn how to decipher and simplify technical information; use various techniques to organize, write, and revise specific technical documents and reports; conduct a reader analysis; and take into consideration editorial and productions costs before final rewrite.

Objectives:
- Eliminate writing mistakes
- Use the correct graphics to emphasize major points
- Write a technical report that contains all eight sections of a long formal report
- Write a technical report that contains all six sections of a short report
- Write an informal technical document
- Use the correct hierarchy of outlining
- Write seven different types of technical reports
- Use specific and concrete terms rather than vague generalities

Topics:
- Elements of technical writing
- Rules of punctuation, grammar, abbreviation, and capitalization
- Principles of technical communication
- Words and phrases commonly misused in technical writing
- Tasks of the technical writer
- Proposals and specifications
- Technical articles, papers, abstracts, and reports
- How to do a reader analysis
- Purpose and scope of a report
- Topic outlining
- Parts of a report
- Layout, design, and graphics
- Technical letters and memos
- Technical e-mail
- Manuals and documentation

Air Force Correspondence (2 Day)

Course ID: 440

Overview:
This short seminar teaches students standards for writing quality correspondence. Participants learn that Air Force writing formats are important, but that writing quality is more important. For that reason, they learn how to make their writing more organized, natural, compact, and active. Additionally, students learn to write Air Force correspondence without becoming wordy, pompous, or overly formal.

Objectives:
- Overcome stubborn old writing habits
- Use modern writing for clearer correspondence
- Use action verbs rather than passive verbs
- Reduce excess words so the reader does not grope for the "bottom line"
- Use short paragraphs
- Structure letters and reports so they call attention to the most important concepts
- Use parallelism for clarity and balance
- Write disciplined sentences for greater organization
- Apply Air Force writing standards for improved communication

Topics:
- Air Force writing standards
- Organized, natural, and compact writing
- Active writing
- Standard letters
- Multiple-address letters
- Endorsements
- Memorandum; business letters
- Sex-neutral language
- Correspondence management
- Military and civilian models of address
- Air Force writing standards
- Formats peculiar to the Air Force

Anger Control: Keep Your Kool (1 Day)

Course ID: 134

Overview:
Do tempers sometimes flare in your workplace? To be human is to experience anger, and the workplace is not immune to this very common emotion. But anger doesn't have to be destructive. It can actually be an invaluable aid to your organization. In this seminar, learn how to recognize the difference between types of anger, covering the spectrum from frustration to rage. Learn how to handle anger, know when anger is justified, when it should be expressed, and when it should be suppressed. Used appropriately anger can work for, rather than against, the organization.

Objectives:
- Recognize environmental and personal factors associated with anger
- Understand different types of anger
- Identify the effects and consequences on individuals, groups, and organizations in the work environment
- Accept anger as a normal emotion
- Develop appropriate ways of handling anger
- Monitor the progression of angry feelings in themselves and others
- Apply methods for dealing with anger constructively
- Solve conflicts through definition of issues and discussion

Topics:
- Anger Attitude Inventory
- Do you know your Anger?
- General sources for your anger
- Your anger history
- Novaco Anger Scale
- Anger and your health
- Anger and your behavior
- Do you make other people angry?
- Resolving your anger toward someone
- Responding to the angry employee

Army Correspondence (2 Day)

Course ID: 450

Overview:
This seminar teaches participants the standards for writing quality Army correspondence. Participants learn the preparation and management of the three forms of correspondence authorized for use within the Army. Army writing formats are important, but writing quality is equally as important. Students will learn how to make their writing more organized, natural, compact, and active, in support of the Army Effective Writing Program. Additionally, participants will learn to write Army correspondence without becoming wordy, pompous, or overly formal.

Objectives:
- Prepare effective Army Correspondence
- Overcome stubborn old writing habits
- Use modern writing for clearer correspondence
- Use action verbs rather than passive verbs
- Reduce excess words so the reader does not grope for the "bottom line"
- Structure letters and reports so they call attention to the most important concepts
- Write disciplined sentences for greater organization
- Apply Army writing standards for improved communication

Topics:
- Army writing standards
- Preparing memorandums
- Preparing letters
- Prescribed forms and labels
- Endorsements
- Marking classified correspondence
- Signature blocks
- Protocol sequence
- Sex-neutral language
- Correspondence management
- Civilian and military models of address
- Army Regulation 25-50 and pamphlet 600-67

Be A Leader, Not A Follower (1 Day)

Course ID: 285

Overview:
Today's leaders must be proactive people who can solve problems, think creatively, and adjust to rapid changes. Successful leaders influence the future of their organizations by seeing what needs to be done, inspiring others to believe in their vision, and helping their whole team to achieve the vision. The workshop builds these essential leadership skills by focusing on communication, risk taking, problem solving, and motivating.

Objectives:
- Solve problems more effectively
- Remove the barriers to creative thinking
- Adjust to changing circumstances
- Overcome employee resistance to change
- Communicate vision
- Motivate employees
- Delegate appropriately
- Influence others in the organization

Topics:
- Changing demographics of today's work-force
- Today's organization-leaner, meaner, and flatter
- What is leadership?
- A manager is not necessarily a leader
- Are leaders born or made?
- Profiles in leadership
- Your personal leadership inventory
- Your organization's culture, and how it affects leadership
- Build leadership skills
- Remove the barriers to creativity
- Change as an opportunity
- Motivating others to excel
- Leadership Action Plans

Better Briefings (3 Day)

Course ID: 108

Overview:
Through the use of video-taping, lectures, role plays, films and discussions, participants learn how to deliver four types of briefings: Inform, Instruct, Persuade, and Action. Participants also learn how to set briefing objectives, compose briefings, make and use visual aids to enhance their presentations, and critique their deliveries. A must for all employees who give formal or informal briefings, and great for all government employees who are seeking career advancement.

Objectives:
- Determine the purpose and objectives of a briefing
- Analyze intended audience; select and organize materials accordingly
- Deliver briefings that inform, instruct, persuade, or inspire action
- Critique briefing deliveries using a constructive evaluation formula
- Design and develop visual aids for briefing use
- Complement briefings through the use of visual aids

Topics:
- Briefing types and preparations
- Briefing checklists
- Audience analysis
- Outlining and organization
- How to use a briefing critique form
- Informational and instructional briefings
- Tips on briefings
- Persuasive briefings
- Action briefings
- How to command attention
- Speaking effectively
- How to make and use visual aids
- Barriers to communication
- How to handle questions
- Listening skills
- Reviews

Communication & Professional Skills

Career Transition Training (2 Day)

Course ID: 114

Overview:
An unexpected job change can be seen as either a crisis or an opportunity. This workshop is for employees who may be voluntarily or involuntarily retiring, contemplating retirement, resigning from their job in the immediate future, or due to a reduction in force. Assessment tools measure participants' skills, abilities, and values to determine the new career that best suits them. All aspects of job hunt are covered, including career planning, resume writing, and interviewing skills.

Objectives:
- Steps to get the job you want
- Analyze their talents, marketable skills, and areas of interest
- Know what job to go after
- Overcome barriers to a successful job hunt
- Develop an action plan for getting the job
- Know how to tap the hidden job market
- Write an effective resume that fits your job hunt
- Understand what it takes to get a job interview
- Use job interviews to gain a competitive edge
- Follow up on job interviews
- Develop support systems and networks
- Use job plans to get the job you want NOW

Topics:
- Skills/abilities/values assessments
- Career planning
- Building on past experiences
- Talking the talk and walking the walk
- Twelve steps to a successful job hunt
- Work experience
- Cover letters and resume styles
- Your part in the interview
- Salary expectations
- The question and answer period
- Appropriate dress

Civilians & Military Working Together (1 Day)

Course ID: 198

Overview:
While they work closely together, the civilian and military workforces are governed by different codes and standards. The focus of this seminar is on working together more effectively by understanding the different motivations, values, and expectations in these two work groups.

Objectives:
- Understand civilian and military workforce differences
- Determine the different motivations of these two groups
- Recognize the different "work weeks" and understand compensations based on "over-time" vs. "duty-time"
- Work through civilian and military workplace conflicts
- Distinguish between five different power bases
- Increase effective communications between civilian and military lines of authority

Topics:
- Military code of ethics
- Civilian code of ethics
- Military leave
- Standards
- Personal appearance, conduct, and fitness
- Counseling models
- Evaluations
- Causes of organizational conflict
- Civilian and military motivators

Communication Solutions: Influencing & Negotiating (1 Day)

Course ID: 300

Overview:
Have fun in this course geared toward finding solutions to hot-tempered disagreements with co-workers. Picture yourself and others as "bears." You may be a little bear, but you know the best way to bring the other bears to you: honey (influencing). So, when you need a favor from a fellow bear, you should know exactly what to trade for it (negotiating).

In this course, bears will learn how to skillfully work together while managing conflict and disagreement. Bears will also learn critical skills for successful relationships, and will be able to communicate, make others feel important, and maximize the honey for everyone.

Objectives:
- Differentiate between honey and Crisco™ in negotiations
- Express themselves creatively
- Negotiate for scarce resources
- Understand other bears and ursine nature
- Skillfully communicate with other bears
- Manage conflict and disagreements constructively
- Control conflict when working in teams (sloth's)

Topics:
- Maximizing resources with fewer workers (less bears, more honey)
- Yours and mine, what to do about it (controlling that growl of yours)
- Make people feel important (making big bears out of cubs)
- How to get what you want (and have all the honey you can eat)
- Common ground (two bears within the same territory)
- The anatomy of an argument in conflict (paws to reflect)
- Fighting fair and fairness in negotiation (big bears play fair)
- Give others a choice between two yeses (honey pots vs. honey packets)
- Talent poster (who's a special bear?)
- Honey pots for all

Creative Solutions for Problem Solving (1 Day)

Course ID: 258

Overview:
The greatest challenge facing any organization is finding viable solutions. Many people don't know how to make full use of their creative abilities, which results in less-than-effective solutions to problems. This seminar teaches employees how to stretch their imaginations and flex their creative muscles to find the best solutions to any and all challenges.

Objectives:
- Define and communicate a clear definition of a problem
- Understand the steps involved in developing solutions
- Unleash their creative analytical abilities
- Work in teams to utilize a variety of abilities
- Implement workable solutions

Topics:
- How square are you?
- Brain teasers
- Brain relaxers for creativity
- Identifying problems
- Stretching one's mind for new ideas
- Creative problem-solving styles
- Awakening creative solutions
- Targeting your solutions
- Imagination and planning
- Developing novel solutions
- Four phases of creative solutions
- Idea development and selection
- Implementation and evaluation planning
- Learning to find alternatives
- Barriers to developing alternatives
- Action planning for creative solutions

Communication & Professional Skills

Communication & Professional Skills

Customer Relations Training (1 Day)

Course ID: 125

Overview:
What impression does your organization convey? Customers form their impression during their very first contact, by phone or in person. This impression is lasting, and it can make or break any organization. This lively workshop helps employees improve their customer relations techniques, especially during that all-important first contact. Focus is on effective listening and communication, courtesy, and controlling negative emotional reactions.

Objectives:
- Understand how misunderstandings arise through lack of communication
- Maximize awareness of yourself and others
- Greet and receive visitors effectively
- Handle phone calls in a pleasant, courteous manner
- Recognize common interpersonal problems
- Apply appropriate human relations techniques to solve problems
- Listen "actively"
- Facilitate better communication
- Vary styles of communication to meet the customer's needs
- Say what you mean quickly and politely
- Sharpen nonverbal communication skills

Topics:
- Common customer communication problems
- Listening skills
- Communication self analysis
- Clarity of expression
- Coping with angry feelings
- Attitudes
- Non-verbal communication
- Handling conflict
- Telephone skills
- Solving customer relations problems

Customer Service (2 Day)

Course ID: 107

Overview:
Customers are every organization's most important people. To keep your customers happy even when things go wrong requires a workforce that puts the needs of the customer first. It's easy to be nice to a happy customer, but the way your organization treats a customer with a problem is a key measure of how successful your organization will be. Participants in this exciting workshop learn unbeatable techniques for handling difficult situations, both in person and on the phone, so that your customers will keep coming back.

Objectives:
- Understand the need for doing things right the first time
- Treat complaints with respect and an open mind
- Apologize to lighten a tense situation
- Offer a "fair fix" when breakdowns occur
- Treat customers as valued people, no matter what
- Convey sincerity, reliability, and willingness to fix problems
- Recover gracefully from a mistake
- Control frustrations and anger when dealing with others
- Influence others in the organization to improve customer relations

Topics:
- Code of ethics
- What customers expect
- Giving and receiving help
- Why listening is most important to customer service
- The internal and external customer
- Handling upset customers
- Your image is your agency's image
- Effective confrontation
- Coping with anger
- Positive telephone skills
- Dealing with customers in person
- Making the customer "part of the organization"

Don't Sweat the Small Stuff (1 Day)

Course ID: 421

Overview:
The saying, of course, is "Don't sweat the small stuff; and it's all small stuff." Too often we get caught up in the rush and pressure of multiple demands, tight deadlines, and too many interruptions. The result is that we end up working on or worrying about "small stuff" rather than the most important priorities. If you feel you sometimes sweat over things that don't bring the greatest benefits, this workshop is for you!

You will learn how to identify what's really important and prioritize your time and energy accordingly. In addition, you will learn valuable keys to controlling stress on the job so you can stay calm and focused.

Objectives:
- Identify what's most important- and what's not
- Set priorities that ensure top results
- Know when and how to delegate to others
- Understand that some "crises" simply go away
- Handle stress more successfully
- Value, rather than dread, new challenges

Topics:
- In the bigger picture, it really is all small stuff!
- Time management tips for setting priorities
- What are your priorities? Are you living them each day?
- What you should delegate to others
- Things you should never delegate
- The difference between delegating and dumping
- Every flame is not a forest fire- how to know the difference
- Stress is not what happens but how you react to it
- Tips for successful stress management

Effective Government Writing
(2 Day)

Course ID: 136

Overview:
Clear, simple, and concise writing is critical to the success of any individual or organization. Participants gain an understanding of what constitutes good writing, and how to write to get the desired results. Everyone who wants to hone writing skills-professionals, technical people, managers or support people will benefit from this timely workshop.

Objectives:
- Organize and outline what they want to say
- Recognize their role as communicator
- Analyze their readers' needs
- Write to produce the desired reaction or outcome from the reader
- Express themselves in writing clearly, concisely, and correctly
- Develop their unique writing style

Topics:
- Consider the reader
- Planning and organizing material
- Effective openings, transitions and closings
- The importance of tone
- Paragraph organization
- Using the dictionary
- Writing in the active voice
- Powerful verbs
- Gunning Fog Index-do you use "gobbledygook?"
- Wordiness and redundancy
- Parallelism is important
- Styles of writing
- Rewrites
- Writing to get responses

Effective Grammar and Writing Skills
(3 Day)

Course ID: 418

Overview:
Have you ever felt embarrassed when someone pointed out an error you made in grammar, spelling, or punctuation? If you use crisp, clear, appropriate language, your clients and managers notice your message, not your mistakes. That's why it's so important to avoid errors in grammar. You influence others positively when you can explain your ideas in clear, easy-to-understand language. You add to your credibility when you use words correctly and concisely. This review of grammar and writing skills is an investment in yourself!

Objectives:
- Project the right image in their writing-polished, professional, and knowledgeable
- Know the eight parts of speech and what they do
- Punctuate and capitalize like a pro
- Eliminate common but embarrassing mistakes in language usage
- Produce clear, credible business communications
- Have greater self-confidence when writing

Topics:
- The eight parts of speech
- The five functions every word in the English language performs
- Mastering sentences, phrases, and clauses
- Tricky words to conquer and sticky words to avoid
- The 100 most commonly misspelled words in business
- Punctuation is like a road sign
- Capitalization is a capital idea-but when?
- The power of the active voice
- Clarity—never use a ten-dollar word when a nickel word will do
- Business e-mail is the electronic version of business correspondence-the same rules apply

Communication & Professional Skills

Emotional Intelligence - Entry Level (2 Day)

Course ID: 428

Overview:
In today's fast-paced, forward-thinking workplace, supervisors as well as staff are finding their work relationships suffering due to low, or lack of, emotional intelligence. Without the appropriate focus, their behaviors may become counter-productive. This workshop teaches the participants how to maintain self-discipline and improve their emotional intelligence through self-awareness, self-regulation, self-motivation and self-control.

Objectives:
- Identify the effects and consequences of emotions on individuals and groups
- Develop appropriate ways of handling emotions
- Give and receive constructive criticism
- Deal with one's internal critic
- Manage emotional "triggers"
- Initiate new intra and interpersonal skills/habits
- Communicate non-defensively and effectively

Topics:
- Tuning in to your emotional states
- Recognizing and responding appropriately to the emotions of others
- Accepting responsibility for your own emotional responses
- Understanding IQ versus EQ strengths and weaknesses
- Establishing effective relationships
- Connecting work goals with personal values
- Recognizing that authentic teamwork necessitates productive relationships
- Understanding that effective relationships demand emotional intelligence
- Maintaining work balance

Energize and Motivate Your Team (1 Day)

Course ID: 302

Overview:
Do you and your team need a shot in the arm? If so, laughter is still the best medicine and more employers are learning to incorporate fun into the workplace. Humor reduces stress, leads to increased creativity, and steps up morale. This seminar will give you, your team, and everyone in the organization practical guidelines to introduce fun on the job. Humor stimulates creative thinking and fresh ideas, both of which energizes and motivates employees which in turn, increases productivity. You'll be amazed at the difference a little laughter will make to the bottom line.

Objectives:
- Know when and how to lighten up
- Avoid "terminal professionalism"
- Reduce stress through humor
- Take work seriously but yourself lightly
- Set an example for co-workers
- Understand the relation between humor, creativity, and productivity

Topics:
- Myths about humor in the workplace
- Humor and health
- Laugh and the world laughs with you
- Grin and share it vs. grim and bear it
- The universality of laughter
- It's OK to be silly
- How laughter helps in negative situations
- Humor as an energizer
- "Humor-aerobics"
- Brainstorm for ways to have fun
- Strategies for using appropriate fun in the workplace
- From ho-hum to ho-ho

English as a Second Language for Federal Employees (2 Day)

Course ID: 483

Overview:
This semi-intensive English as a Second Language (ESL) course introduces students to the alphabet and basic vocabulary of the English language that will help them improve their ability to talk about themselves, their families, jobs, and effectively communicate with customers and clients. The course teaches all the basics of a good, clear English accent.

Objectives:
- Make a positive change to pronunciation and intonation
- Use appropriate sentence rhythm
- Recognize personal accent errors
- Understand how to change accent errors with ease
- Know how to practice the new language to better their communication with others
- Sustain your new language skills without reverting to your mother language

Topics:
- Pronunciation of the consonant sounds of Standard English
- Pronunciation of the vowel sounds of Standard English with emphasis on listening skills
- Key accent elements - consonants and vowels
- Word stress, sentence rhythm, and intonation
- Speech flow
- How to speak with flowing sentences
- How to link words together
- Words to stress and sentence rhythm for improved flow
- Using intonation and expression to get your true meaning across more clearly and powerfully
- Keeping your listeners' attention
- Listening skills practice - through team exercises
- Speaking skills practice - through team exercises

English Refresher (2 Day)

Course ID: 138

Overview:
Everybody needs to refresh their speaking and writing skills from time to time, and this workshop fills the bill. Basic grammar, punctuation, spelling and usage are just the beginning in this workshop. Participants also learn to express themselves more clearly, concisely, powerfully, and to write with flair and style.

Objectives:
- Display a better understanding of English usage
- Correct common grammatical errors
- Find good reference materials quickly
- Look up grammar and usage rules when in doubt
- Communicate more effectively in speaking and writing

Topics:
- Phrases, clauses, and sentences
- The importance of agreement
- Use the right pronoun
- Verbs are powerful
- Active is always better than passive
- Rules of capitalization
- Common grammar errors and how to avoid them
- Adjectives, and adverbs-use them, don't abuse them
- Dangling modifiers and other common writing errors
- Putting it all together for better communication

Ethics in the Workplace (1 Day)

Course ID: 140

Overview:
Ethical behavior is as important in the workplace as it is in the home and family, because an organization's reputation and success depends on the ethics of its employees. Whether dealing with the public, vendors, or other organizations, you will benefit by conducting yourself according to the highest standards of conduct. Participants in this compelling workshop learn not only basic laws and regulations, but also ethical conduct in situations not covered by law.

Objectives:
- Understand the basis of ethical conduct
- Know basic laws of ethics
- Answer questions on ethical conduct
- Distinguish between "ought to" and "must"
- Exercise responsible citizenship and civic leadership in the workplace
- Realize the importance of holding themselves accountable

Topics:
- The importance of ethics training
- Laws and regulations
- Ignorance of the law is no defense
- Definitions and principles
- Ethics vs. Morality
- "If it's legal, it's ethical"-a fallacy
- The ethics "double standard"
- Honesty and integrity
- Concern and respect for others
- Responsible leadership
- Accountability
- The excellent, ethical organization

Get Things Done on Time (1 Day)

Course ID: 271

Overview:
Do you feel too busy to enjoy your life? This seminar helps you take control of your life through better use of your time. The most successful (and happiest) people manage to have a full life and career. They do this through time management techniques, and so can you. Learn to cut your workload while becoming even more productive, and put normalcy (and weekends) back in your life.

Objectives:
- Adjust to your work environment
- Manage your time
- Use time wisely
- Overcome procrastination
- Delegate responsibilities to others
- Think positive and realistically
- Assess personal "clutter styles"
- Plan time by setting priorities and developing action plans

Topics:
- "The time of our lives"
- Prioritizing
- Assessing needs
- Setting goals, planning
- Thinking that promotes procrastination
- Kicking the procrastination habit
- Confronting clutter
- Managing yourself
- Competing against time or yourself
- Planning for unpleasant tasks and change
- Kicking the indecisiveness habit
- Letting someone else do it
- Fully complete each task
- Modeling, asking and observing
- Enjoying your leisure time

Communication & Professional Skills

Getting & Giving Constructive Criticism (1 Day)

Course ID: 144

Overview:
No one likes criticism, but we all experience it. On and off the job, properly handled criticism, can be a positive tool for growth. Discover how criticism, whether you are the giver or the receiver, really can be constructive. Fun-filled exercises teach how to give criticism by "attacking" the problem rather than the person. You will learn to accept criticism without letting it threaten your self-image.

Objectives:
- Understand the impact of criticism on self-concept
- Convert person-centered criticism to problem-centered criticism
- Accept criticism as a constructive tool
- Provide positive, constructive criticism to others

Topics:
- Benefits of criticism
- Exploring feelings
- Your attitude inventory
- Personal and gender differences in handling criticism
- Person-centered vs. problem-centered criticism
- The importance of self criticism
- Personal criticism evaluation
- Evaluating other's criticism
- Defending yourself
- Determining when criticism is needed
- Reactions to criticism
- Listen to criticism with a new understanding

Grammar Skills for Professionals (1 Day)

Course ID: 146

Overview:
Grammatical errors in writing or speech detract from your professionalism. Master the basic rules of grammar and you'll write and speak with greater confidence. This workshop reviews the essentials of writing grammatically correct sentences. Basic elements of style, modern English usage and punctuation are also covered.

Objectives:
- Recognize and correct common grammatical errors
- Clarify ambiguous sentences through usage of proper punctuation
- Write a business letter in appropriate style and up-to-date format
- Understand basic sentence structure and application of syntax
- Spell troublesome words correctly
- Use the newest grammar references appropriately
- Develop a more powerful writing style

Topics:
- Rules of punctuation
- Parts of speech
- Kinds of verbs
- Misplaced & dangling modifiers
- Business & cover letters
- Salutations
- Capitalization
- Sentence structure
- Use of numbers
- Compound words & hyphenations
- Plural & possessive nouns
- Adjectives & adverbs
- Spelling problem words
- Developing your own style

Handling Personality Conflicts (1 Day)

Course ID: 120

Overview:
Personality conflicts are a fact of life in the workplace. But if handled properly, they don't have to disrupt the organization's business. In this workshop, participants examine their own attitudes to discover how misconceptions and misunderstandings can cause personal and professional conflict, anxiety, and pain. By becoming conscious of their own perceptions, participants take the first step toward having a clearer, more objective view of themselves, their co-workers, and their professional behavior.

Objectives:
- Identify the signs of personality conflict
- Understand the causes of anxiety towards other people
- Recognize distorted thinking about others
- Effectively channel thinking into more productive patterns
- Apply simple relaxation techniques to deal with disturbing feelings
- Confront personality conflicts to arrive at positive solutions

Topics:
- Signs of inner conflict
- How self-concept and self-esteem affect perceptions
- Sources of anxiety and guilt
- Relaxation techniques
- Some examples of distorted thinking
- Dealing with misconceptions and distorted thinking
- Your beliefs inventory
- Irrational beliefs and their consequences
- Refuting irrational beliefs
- Applying your new self-knowledge to personality conflicts
- Conflict resolution coping skills

Communication & Professional Skills

How to Handle People with Tact and Skill (1 Day)

Course ID: 420

Overview:
In today's increasingly fast-paced world of communications, we sometimes overlook the value of tact in dealing successfully with others. We are in such a hurry to get our message across, we forget to consider how it is being received. Yet tact, courtesy, and civility are time-proven interpersonal skills that work. What is tact? It is the ability to recognize the delicacy of the situation and then to say the most considerate or appropriate thing. Tact requires sensitivity to others, combined with the skill of speaking assertively at any given time without giving offense. This may sound like a difficult challenge, but this workshop is specifically designed to help you learn the basic elements of tact.

Objectives:
- Say the right thing in any sticky situation
- Consider the feelings of the person you are dealing with
- Be more sensitive to others' agendas and concerns
- Speak assertively, not aggressively, in delicate situations
- Recognize the amazing effectiveness of common courtesy and civility

Topics:
- The seven strategies for being more tactful in any situation
- What to do instead of "shooting from the lip"
- Using your own feelings as a yardstick
- How to know when an apology is necessary
- Using both verbal and nonverbal cues to understand others' point-of-view
- How to curb a "talk to win" attitude
- Timing your comments appropriately
- Focus on behavior, not personality
- Uncovering hidden feelings
- Listening for feedback

How to Prioritize and Negotiate for What You Need (2 Day)

Course ID: 387

Overview:
Two keys to getting what you need in order to excel at work are: (1) prioritizing what's most important and (2) negotiating in order to get it. This workshop is designed to sharpen your skills in both these key areas. You will learn how to decide which of your many goals is most important and how to successfully work with others in order to achieve the most important goals. If you achieve your most important priorities, you're a winner!

Objectives:
- Assess their workplace needs
- Think positively and realistically
- Arrange the needs list in priority order
- Understand the different styles of negotiation and when each is appropriate
- Apply the style(s) suitable to them and the situation
- Develop action plans for successful negotiating

Topics:
- Needs self-assessment
- Keeping a positive attitude
- Keys for prioritizing
- Applying specific power skills in specific negotiations
- Five specific tactics useful to the negotiator
- Getting needs met through collaborative negotiations

Improving Your Vocabulary and Spelling Skills (2 Day)

Course ID: 406

Overview:
Effective speaking and clear writing are two absolutely essential skills for advancement in any field. In order to advance, you must be able to communicate effectively both verbally and in writing. And as you advance, these skills become increasingly important. You can greatly enhance your communication skills by improving your vocabulary and spelling. An inappropriate or mispronounced word, or a misspelling, damages your credibility as a communicator. Taking the steps to improve these skills will make you a more powerful speaker and writer!

Objectives:
- Demonstrate an improved vocabulary
- Use context to expand vocabulary
- Identify root words
- Use better grammar
- Show improved spelling skills
- Use correct pronunciation for problem words
- Use basic resources to increase word power
- Show enhanced self-confidence when communicating

Topics:
- Self-assessment-identifying your vocabulary and spelling strengths and weaknesses
- Basic grammar and usage tips
- Using context and vigorous words to expand your vocabulary
- Root words provide clues to meaning
- Frequently misspelled words
- Pronunciation pitfalls to avoid
- Using the dictionary and thesaurus effectively
- Increasing your word power

Communication & Professional Skills

Innovation & Creativity (2 Day)

Course ID: 157

Overview:
Creativity is a must for success in today's workplace! As organizations turn away from outdated, bureaucratic methods of doing business, they need innovative solutions for day-to-day problems. Coming up with new solutions requires taking risks, thinking in new ways, and "coloring outside the lines." In this seminar, you will learn to expand your mental boundaries to find creative solutions and develop new ways of doing business. You'll be amazed at how much more productive and stimulating a creative workplace is!

Objectives:
- Understand how innovation boosts productivity
- Cultivate ideas for solving problems
- Think more creatively
- Foster "idea-generating" behavior
- Develop new ways of looking at old processes
- Generate divergent ideas and techniques
- Accept hunches and intuitions as opportunities
- Solicit new ideas from others
- Bring greater creativity to the organization

Topics:
- Brain power
- Getting creative
- The thinking process
- Applied imagination
- Creativity-managing corporate culture
- "Whole-brain" model
- Brainstorming
- Thinking styles
- Metaphoric thinking, lateral thinking, vision thinking
- A small "aha!"
- Hunches and intuition

Interacting in a Multiple-Generational Workplace (1 Day)

Course ID: 103

Overview:
For the first time in modern history the American workforce encompasses four separate generations: The Traditionalists, Baby Boomers, Generation X, and Generation Y working side by side. The challenges this presents organizations are overwhelming. Generational conflict costs billions of dollars in lost productivity. Couple this with the effects on motivation and morale and the total is incalculable. This workshop educates employees on ways to dramatically reduce on-the-job generational conflict, deal with hiring and retaining, motivating, and stimulating interaction between different generations in a positive way.

Objectives:
- Develop a generational awareness and deepen understanding between groups
- Understand generational differences in values, priorities and experiences
- Recognize commonalities in a multi-generational workforce
- Build bridges to a common ground that engages employees of all ages
- Work through misunderstandings due to generational-communication gaps
- Maximize the performance of employees in a multi-generational agency
- Create a work climate that addresses the unique needs of each age group
- Leverage out generational differences for future success

Topics:
- Generational context is not about age
- Potential advantages and disadvantages of Traditionalists in the workplace
- Potential advantages and disadvantages of Baby Boomers in the workplace
- Potential advantages and disadvantages of Generation X in the workplace
- Potential advantages and disadvantages of Generation Y in the workplace
- Different is neither right or wrong, just different
- Ageism - the death of any mentoring or coaching strategy
- Generational flexibility for reaching common ground
- Shared values and wants of each group
- Different approaches to the same problem
- Conquer multi-generational communication gaps
- Ways to maximize the performance of every person
- Improve intergenerational morale and motivation
- Knowledge transfer – a criticality for maximizing organizational talent for the future

Communication & Professional Skills

Interactive Team Building (1 Day)

Course ID: 346

Overview:
Service providers and knowledge-based organizations are relying on effective teamwork more than ever before. When teams become synergistic, their achievements are greater than those of individual members. To create synergy, team members must move from a place of independence to one of interdependence. Shifting the emphasis from the individual to the team is sometimes difficult within the office environment. This interactive workshop provides participants with an arena to quickly build synergy and team spirit through several challenging learning experiences.

Objectives:
- Build synergy among team members
- Enhance the team's creativity
- Discover new ways of working together
- Actively carry these new ways of working in unison back to the office environment

Topics:
- The talking stick; creating ground rules
- Going on "real" time
- What members bring to foster a climate of teamwork
- Personal reflections; expressing yourself creatively
- Blending the visions
- The learning triangle
- Interdependence, independence, dependence
- Creating team synergy
- Team assessment
- What to continue doing, start doing, and stop doing
- Connections to meet the mission

International Cross-Cultural Communication Skills (2 Day)

Course ID: 158

Overview:
Every person who works on will work in the international arena must contend with the serious and costly misunderstandings caused by differences in business practices and social customs. In this seminar, you will learn how to communicate more effectively with people from other cultures by avoiding breaches of etiquette and following appropriate protocols.

Objectives:
- Overcome the hidden cultural assumptions that interfere with effective intercultural interactions
- Expand repertoire of culturally appropriate behavior
- Understand how cultural factors impact on job performance
- Respect differences in protocol, work habits, and social behaviors
- Remove cultural barriers to achieving positive cross-cultural group dynamics

Topics:
- Encountering a new culture
- Living and working in another country
- Cross-cultural assessment and perspectives
- Misinterpreting the host country's culture
- Positive and negative cross-cultural experiences
- Why culture is important on the job
- American cultural values and stereotyping
- Cross-cultural misunderstandings
- Major differences in how cultures operate
- The silent language
- Overcoming ethnocentrism
- Managing cross-cultural communications

Interpersonal Communication Skills (2 Day)

Course ID: 121

Overview:
It's true! Teamwork and effective communication are the lifeblood of any organization. This stimulating workshop provides you with basic and advanced skills in interpersonal communications to help you become a more effective person and a more productive team member in your organization.

Objectives:
- Recognize individual differences in communication patterns
- Identify own communication styles
- Assess how communication styles affect others
- Overcome barriers to effective listening
- Interpret nonverbal communication
- Use proven team building techniques to work with other employees
- Respond appropriately to conflict situations
- Create an action plan for continuing improvement of your communication skills

Topics:
- Identifying the characteristics of effective communication
- Your communication mode
- Understanding others' communication modes
- Organizational factors that influence communication in work groups
- Nonverbal communication-what it means
- Effective use of verbal and nonverbal communication
- Solving communication problems
- The art of saying "no" effectively
- Conflict resolution
- Assertion skills
- Giving and getting feedback
- Handling criticism
- Building teamwork through effective interpersonal communication
- Developing an action plan for continuing improvement

Communication & Professional Skills

Interviewing for the Job You Want (1 Day)

Course ID: 159

Overview:

Have you ever felt many are called but few are chosen? As competition for jobs increases, how well an applicant comes across during the interview becomes even more important. You will learn how to prepare for an interview, go into it with confidence, and make a dynamic impression. If you haven't been on an interview for a while, this workshop is a must because interview styles change constantly. Learn the latest secrets and give yourself a big edge over the competition.

Objectives:
  • Research job opportunities and select the best one
  • Dress appropriately for the interview
  • Communicate strengths, skills, experience, enthusiasm, and motivation
  • Be prepared for, and answer effectively, all types of interview questions
  • Know when the interview is over
  • Write an impressive thank-you letter

Topics:
  • Researching the organization
  • Psyching yourself up; your part in the interview
  • Appropriate dress
  • Ensuring a good rapport
  • How to present your portfolio
  • Types of questions you'll be asked
  • Questions you should never ask
  • Listening to the interviewer
  • Sticky issues
  • How to handle weaknesses
  • Body language
  • Salary expectations

Jump-Start Your Self-Esteem (1 Day)

Course ID: 305

Overview:
Improved self-esteem leads to greater productivity on the job, as well as an enriched personal life. This workshop helps participants analyze their attitudes and behavior to identify their strengths and weaknesses, then focuses on goal-setting and identifying the factors that may be holding them back. Attitudes, health, fitness, humor, creativity, and the ability to get things done are all a part of this process. After completing this course, participants will face their lives and jobs with specific strategies for improving confidence and self-respect.

Objectives:
  • Interpret the attitudes of others
  • Understand how attitude affects performance
  • Overcome negatives
  • Strengthen creativity
  • Define career and life goals
  • Develop strategies for making these goals happen
  • Implement twelve strategies for self-improvement
  • Renew self-confidence through new skills

Topics:
  • What is self-esteem?
  • Overcome fear
  • Take risks
  • Create a positive belief system
  • The relation of self-esteem to feelings of success
  • You are unique
  • Skills for improving your self-esteem
  • Turn negative thinking into positive thinking
  • Put balance in your life
  • Believe in yourself (and others)
  • Make things happen
  • Stay positive from now on

Leadership Development for Staff Personnel (1 Day)

Course ID: 259

Overview:
Today's leaders must be proactive people who can solve problems, think creatively, and adjust to rapid changes. Successful leaders influence the future of their organizations by seeing what needs to be done, inspiring others to believe in their mission, and helping their whole team to achieve their goals. This workshop builds these essential leadership skills by focusing on communication, risk taking, time management, problem solving, and motivating self and others.

Objectives:
  • Solve problems more creatively
  • Adjust to changing circumstances
  • Overcome employee resistance to change
  • Give and receive constructive feedback
  • Identify the four major causes of time problems
  • Use specific techniques for achieving more productive time use
  • Influence others in the organization

Topics:
  • Changing demographics of today's work-force
  • Today's organization-leaner, meaner, and flatter
  • What is leadership and how a leader builds credibility
  • Are leaders born or made?
  • Profiles in leadership
  • Your personal leadership inventory
  • The importance of giving and receiving feedback
  • The feedback process for leaders
  • Your organization's culture, and how it affects leadership
  • Time use analysis
  • Four keys to productive time use
  • Change as an opportunity
  • Motivating others to excel
  • Leadership Action Plans

Listening: No More Misunderstanding (1 Day)

Course ID: 101

Overview:
Do misunderstandings ever happen in your work place? Listening means more than just hearing what other people say. Most misunderstandings arise when people do not understand what others really mean. Whether you are dealing with bosses, employees or customers, your effectiveness and productivity depends on how well you understand what other people say. Learn to become an effective listener by understanding patterns of speech as well as non-verbal clues.

Objectives:
- Recognize and overcome barriers to effective listening
- Apply the ten principles of active listening
- Identify personal listening deficits
- Master effective listening skills
- Listen with increased efficiency

Topics:
- Listening surveys and inventories
- Values of active listening
- Real vs. pseudo-listening
- Blocks to listening
- Assessing your listening blocks
- Learning to listen to paralanguage and meta-messages
- Restatement and questioning techniques for clarification and understanding
- Total active listening

Managing Emotions in the Workplace (1 Day)

Course ID: 247

Overview:
Are you prepared to handle any situation that comes your way? In today's demanding workplace, we all need emotional management skills just to cope. In this seminar, you will learn to stay centered in a sea of change and build better relationships for success. This seminar is for managers, supervisors, technical employees, and support staff alike.

Objectives:
- Stay calm, composed, and productive
- Control workplace pressure
- Manage anger even when the heat's on high
- Project a confident, capable image

Topics:
- Meeting tight deadlines
- Dealing with emotionally charged conflicts
- Enhancing self-discipline
- Handling worry, guilt, fear, frustration, and anger
- Projecting confidence in conflict situations
- Adopting self-management
- Overcoming self-defeating attitudes
- Responding to inappropriate emotions
- Breaking bad habits
- Dealing with perfectionism
- Handling self-destructive behavior

Managing Organizational Change (1 Day)

Course ID: 171

Overview:

Any time a change is made in an organization, some people are going to resist that change. This seminar helps you overcome the loss of a sense of control when you face organizational change. As a manager, you also learn how to create a climate that encourages acceptance of new ideas and the use of new procedures, while gaining the highest level of achievement from others.

Objectives:
- Identify "mega trends"
- Understand the major roles involved in the change process
- Make use of the latest change theories
- Recognize the reasons for resistance to change
- Lessen the effects of a "turbulent" work environment
- Sell change "down-the-line" as well as "up-the-line"
- Accept and make use of "forced" technological change
- Influence others to accept change as a positive force

Topics:
- Recognizing the significance and challenge of mega trends
- Responding to change
- Seeing change as opportunity rather than danger
- Becoming innovative
- Using creativity to implement change
- Key concepts of change
- Emphasizing change benefits
- Timing change
- The driving and restricting forces of change
- Reasons for resistance
- Controlling the sense of security
- Preparing people for change
- Implementing change

Communication & Professional Skills

Marine Corps Correspondence (2 Day)

Course ID: 470

Overview:
This workshop teaches students how to prepare and write military correspondence in accordance with both Navy and Marine Corps classification. Participants learn the importance of military correspondence formatting and quality writing practices demanded by not only Headquarters but throughout the Marine Corps. Additionally, students learn to write without becoming wordy, pompous, or overly formal.

Objectives:
- Prepare effective Marine Corps Correspondence
- Organize and outline what they want to say
- Use action verbs rather than passive verbs
- Express yourself clearly, concisely, and correctly
- Use short paragraphs
- Structure and format letters and reports covering important concepts
- Write disciplined sentences for greater organization
- Apply Marine Corps writing standards for improved communication

Topics:
- Naval and Marine Corps Writing Standards
- Marine Corps Writing Guide
- Standard Letters
- Authority to Sign Correspondence
- Correspondence/Communications with Marine Corps Field Commands
- Controlled Correspondence
- White House and Congressional Correspondence
- The Secretary of Defense and The Secretary of The Navy Correspondence
- Memoranda Correspondence
- Marine Corps Routing Sheet
- Use of Tabs/Tags
- Seven Formats Specific to the Marine Corp
- Military Models of Address for Marine
- SECNAV manual 5216.5D and MCO 5216.20

Meet Deadlines While Managing Numerous Projects (1 Day)

Course ID: 339

Overview:
Managing multiple projects is a daunting task in itself, but attempting to meet deadlines at the same time can seem impossible. This results-oriented course teaches you how to understand yourself and your projects so you can better accomplish these challenges and meet deadlines in a more timely fashion. A valuable outcome is that you will better comprehend the importance of planning and prioritizing when juggling numerous projects. Stay on the razor's edge by successfully managing competing projects, objectives, and deadlines.

Objectives:
- Learn to better manage yourself so you can better organize your projects
- Understand why things don't get done
- Order activities in order of importance
- Clarify goals
- Implement an eight-step process to prioritize and plan for events
- Measure whether planning is "on course"

Topics:
- "It just never gets done"
- Achieving the goals
- Strategies for successful prioritizing
- Time: the four letter word
- Review your time management skills
- Benefits of planning
- Key ingredients for successful planning
- Tracking priorities
- Simple and more complex PERT charts
- Benefits of flow charts
- The critical communication; dreaded deadlines

Meetings that Work (1 Day)

Course ID: 155

Overview:
Meetings–a waste of time or a productive tool? Most key decisions in an organization are made in meetings. As a meeting leader, you have a tremendous opportunity to increase their organization's success by improving the productivity of your meetings. Learn key strategies for organizing, facilitating, and conducting successful meetings that really work!

Objectives:
- Identify the key components of productive meetings
- Employ the appropriate style of leadership for the situation at hand
- Use knowledge of group dynamics to manage people in a group setting
- Handle difficult meeting situations
- Assess feedback and individual positions during a meeting
- Get the most out of everyone present
- Conduct more productive meetings

Topics:
- Planning a meeting
- Types and purposes of meetings
- Components of productive meetings
- The value of participative meetings
- Quality of group decision making
- Decision making by consensus
- Analyzing and observing group process
- Brainstorming vs. groupthink
- Group role functions
- The role of the meeting leader
- Handling the agenda
- Sit-down vs. stand-up meetings
- Questioning techniques
- Participation techniques
- Knowing when to end it

Memory Skills for Supercharging Your Work (1 Day)

Course ID: 248

Overview:
Don't forget, effective memory skills make good business sense. They contribute to improved work performance, improved self-esteem, and higher morale. Participants learn simple techniques to improve their memory and how to use these new techniques on the job.

Objectives:
- Create categories of main ideas to improve memory retrieval
- Use a variety of internal and external memory strategies
- Employ mnemonic devices for increased memory
- Improve their ability to remember names, faces, numbers and other vital information

Topics:
- How to remember what you need to remember
- Remembering names and faces
- Memory evaluation
- Sensory memory
- Short-term memory
- Long-term memory
- Retrieval
- Motivated forgetting
- Aids to memory
- Acrostics
- Kinds of association
- Quick memory systems

Naval Correspondence (2 Day)

Course ID: 312

Overview:
This in-depth seminar teaches students standards for writing quality correspondence. Participants learn that naval writing formats are important, but that writing quality is more important. For that reason, they learn how to make their writing more organized, natural, compact, and active. Additionally, students learn to write naval correspondence without becoming wordy, pompous, or overly formal.

Objectives:
- Overcome stubborn writing habits
- Use modern writing for clearer correspondence
- Use action verbs rather than passive verbs
- Reduce excess words so the reader does not grope for the "bottom line"
- Use short paragraphs
- Structure letters and reports so they call attention to the most important concepts
- Use parallelism for clarity and balance
- Write disciplined sentences for greater organization
- Apply Naval writing standards for improved communication

Topics:
- Naval writing standards
- Organized, natural, and compact writing
- Active writing
- Standard letters
- Multiple-address letters
- Endorsements
- Memorandum; business letters
- Sex-neutral language
- Correspondence management
- Military and civilian models of address
- SECNAV manual 5216.5D and Naval Telecommunications Procedure (NTP 3J)

Communication & Professional Skills

No Excuses: Set Your Goals (1 Day)

Course ID: 235

Overview:
Goal setting is a definite part of organizational life. To be successful in the business world people must not only know how to revise and modify goals to meet organizational needs but individual needs as well. Participants learn to improve their goal improvement averages by using strategies to achieve practical goals for themselves and their organization.

Objectives:
- Assess and clarify goal statements
- Use five critical goal-setting criteria
- Identify key obstacles and challenges to meeting needs
- Complete goal-setting sheets
- Overcome procrastination
- Develop their goal setting and goal planning skills

Topics:
- Who needs goals?
- Dreams, desires, wishes, hopes, and reality
- Writing goal statements
- Assessing/clarifying goal statements
- What's in it for me?
- Sacrifices, modifications, and changes
- Develop workable goals
- Objective Pyramids
- Identify obstacles
- Formulate action plans
- Dealing with procrastination

Note Taking (1 Day)

Course ID: 403

Overview:
Have you ever gone back to review your notes and not been sure exactly what they meant? It seemed clear at the time, but later some of the points are a little fuzzy. If so, this course will help you gather information accurately so that you can relay it to others without miscommunications. You will learn how to focus on the main points of oral and written communications and to record data precisely. In addition, you will learn to ask appropriate questions to verify information and to communicate the subject clearly to others.

Objectives:
- Evaluate listening and memory habits while writing
- Improve listening skills
- Write legible and accurate notes
- Identify key points
- Employ methods of organizing for remembering content
- Simplify note-taking techniques
- Put ideas in writing clearly, concisely, and correctly
- Communicate information to others efficiently and accurately

Topics:
- Listening for Note-taking
- Memory for Note-taking
- Personal Note-taking systems
- Asking questions for clarification
- Highlighting the main points
- Tips for Note-taking
- Mechanics for correct writing
- Editing and streamlining writing
- Writing for clarity and conciseness

Office Dress, Etiquette & Mannerisms (1 Day)

Course ID: 105

Overview:
Servicing a customer involves more than delivering the goods. Professionals must communicate confidence and the right image in order to communicate effectively and please clients. This fast-paced workshop teaches appropriate dress and personal imaging that will strengthen your professional presence.

Objectives:
- Recognize the importance of their appearance and image
- Understand how customers perceive them
- Project confidence
- Employ proper body language and mannerisms
- Interpret customers' verbal and non-verbal cues
- Project a professional image

Topics:
- Perception is reality
- Getting paid for looking the part
- Career clout
- Wardrobe necessities
- Simple clothing care
- Clothing innovation
- Pulling it all together
- Clothes aren't all that make the statement
- Self projection
- Handshakes
- Total communication skills
- Non-verbal messages
- Business etiquette
- Avoiding inappropriate behavior
- Projecting a total professional

Office Tools & Techniques (2 Day)

Course ID: 152

Overview:
Too often, administrative professionals are seen as just typists yet their jobs cover a multitude of areas beyond that. You know for a fact that the demands on your time and skill increase daily. This workshop covers the spectrum of office tools and organizational techniques. In addition to teaching you how to control your workspace, you will gain expert tips on how to plan ahead, manage your time, increase productivity, solve common problems, set priorities, and reduce stress on the job.

Objectives:
- Take a personal inventory and assess strengths and weaknesses; assess your leadership style
- Enhance their office professionalism
- Utilize organization techniques and delegation
- Manage their time
- Prioritize and set goals
- Cope with stress
- Analyze problem solving and decision making skills to effectively deal with crises in the office

Topics:
- The Administrative Assistant's Role
- Self Assessment; Leadership Style
- Professionalism
- Communication
- Organization and Prioritize Work more Effectively
- Time Management
- Goal Setting
- Coping with Stress
- Problem Solving and Decision Making
- Guidelines for Preparing a Comprehensive Desk Guide
- Tickler Files

Polish Your Professional Image (1 Day)

Course ID: 221

Overview:
As a professional, the image you present is the image people have of your organization. For this reason, it is critical that an organization's professionals present themselves with poise and polish. But projecting yourself in a professional fashion takes more than a designer suit and excellent manners; you must also use appropriate interpersonal skills. This fascinating seminar teaches you sure-fire strategies for communicating with others that will present your organization's best image to outsiders.

Objectives:
- See yourself as others see you
- Examine how high achievers reach success
- Build on your strengths
- Minimize weaknesses
- Use persuasive interpersonal communications
- Recognize and use coping skills in difficult situations
- Know what it takes to stand out
- Behave in a thoroughly professional manner
- Present yourself in the best possible light

Topics:
- Self-projection
- Formation and importance of self-esteem
- Interpersonal communication inventory
- Systemic communication skills
- Techniques for improving how you talk
- How stress affects your image
- Wardrobe and your professional image
- How to camouflage figure problems
- Business etiquette
- Your professional telephone personality
- Handling phone inquiries, interruptions, and disagreeable callers

Positive Approach to Difficult People (2 Day)

Course ID: 219

Overview:
Do you have to work with abrasive personalities, "mulish" subordinates, intolerant bosses or just plain genetic jerks? If so, then this workshop is for you. You will learn the skills needed to control anger, avoid conflicts, handle negative people and generally make the workplace more pleasant and productive.

Objectives:
- Recognize what motivates people
- Handle conflict situations
- Deal with "overly sensitive" people
- Cope with "know-it-alls"
- Motivate chronic procrastinators
- Work around peers' annoying habits
- Disagree calmly with no anger
- Say "no" without feeling guilty
- Give and receive criticism

Topics:
- Nasty People
- Tribute To The Pest
- People In Your Professional Life
- Dealing With Different Personalities
- Do You Have An Abrasive Personality?
- Look At Yourself
- Customers From Hell
- Problem People
- Difficult Situations With your Boss
- Dealing With All Difficult People
- What To Say When An Employee Goes Over Your Head
- Telltale Signs Of Disturbance
- Face Problems With 1 of 3R'S
- Styles Of Conflicts To Avoid
- Tactics To Deal With Jerks
- Five Responses To Conflict
- Three Conflict-Attitude Readjustments
- Strategies For Difficult Co-Workers
- Handling Angry People
- Techniques/Tactics For Handling Difficult People
- When You Have To Reprimand

Communication & Professional Skills

Communication & Professional Skills

Presentation Skills Training (2 Day)

Course ID: 132

Overview:
When the spotlight falls on you, be prepared to speak up and stand out! In this workshop, you will learn proven, practical techniques to aid you in topic selection, preparation, delivery methods, and use of visual aids. Videotaped exercises will give you instant feedback so you can develop a presentation style that is natural, comfortable, and easy for you. Learn to give dynamic, focused and organized presentations! In a 3 day course, you receive more prep time and get to practice two presentation methods plus complete a panel presentation.

On class completion, each student receives a DVD of their practice presentation(s) to use as a reference back on the job to further increase their presentation effectiveness.

Objectives:
- Choose a topic suited to the occasion
- Identify speech objectives
- Prepare a clear speech outline
- Select and organize speech material
- Analyze room set-up and how it will affect your presentation
- Create a dynamic speech opening
- Choose and use the right visual aids and software
- Prepare a strong conclusion
- Accept and handle audience questions
- Know how to give four different types of presentations
- Face giving a speech without fear

Topics:
- Speaking is a two-way street
- Types of speeches
- Speech objectives and speech outlines
- Selection and organization of speech materials
- First speech presentation
- Designing & using visual aids
- Preparing and rehearsing with PowerPoint
- Second speech presentation
- Effective use of notes
- Review videos & critique
- Pre-presentation room arrangements
- Handling audience questions
- Listening techniques for speaker and audience

Problem Solving and Decision Making (2 Day)

Course ID: 394

Overview:
Everyone makes dozens, if not hundreds, of decisions every day. From personal time management to complex strategies with huge impact on others, we all make choices and decisions. The key question is: How good are our decisions? Are they sound decisions based on the best possible information and decision making techniques? This course is designed to help participants distinguish between problem-solving and decision making, and to improve their skills in both areas. Better decisions result in significantly improved outcomes, both for the individual and the organization.

Objectives:
- Strengthen and improve their decision making abilities
- Understand problems in new ways
- Create a target for problem-solving efforts
- Acquire skills in developing novel solutions
- Understand sources of miscalculation
- Keep an open mind to challenging information
- Search for and evaluate information even when under high pressure
- Handle conflicting opinions
- Overcome the barriers to making critical decisions
- Implement the "nine step" path to decision making
- Handle post-decision conflicts

Topics:
- The difference between problem solving and decision making
- A model of creative problem solving
- Context, data gathering, and reframing the problem
- Deciding what information to seek or avoid
- Targeting through guided visioning, scenario development, and defining desired results
- Imagining solutions and stretching your thinking
- Decision making strategies; stages of effective decision making
- A model for emergency decision making
- Action planning to improve personal problem solving and decision making styles

Professional Letter Writing (2 Day)

Course ID: 185

Overview:
It's only natural for people to form their impressions of an organization by the letters it sends out. Therefore, it is critically important that all members of an organization are able to write crystal clear, professional letters. In this workshop, you will sharpen your professional letter-writing skills by completing results-oriented writing exercises and reading examples of excellent writing. Focus is also on analyzing the purpose of the letter, knowing the audience, and setting the proper style and tone.

Objectives:
- Analyze the purpose of a business letter
- Choose the right form for the purpose
- Determine who the audience (reader) will be
- Organize materials
- Write clear, concise and effective letters

Topics:
- Clarity and conciseness in good writing
- Who are you talking to!
- Letter types for best response
- "Yes" and "No" letters
- Planning your letters
- Letter organization
- Openings and closing
- Tone
- Power verbs vs. passive verbs
- Techniques to achieve a natural and positive tone
- Wordiness and redundancy
- Exaggerated writing
- Parallelism
- Squinting, misplaced and dangling modifiers
- Putting it together into a first-rate letter

Project Management for Non-Project Managers (1 Day)

Course ID: 275

Overview:
Project management-defining, planning, implementing and completing a task-is an essential skill for administrative staff that are so central to the efficient operation of the office. Learn to break a project down into tasks, determine standards to measure performance, and implement measures to make the project work. The key to project management is effective strategy from the very start.

Objectives:
- Define the project clearly
- Communicate project strategies to others
- Divide a project into manageable chunks
- Allocate and schedule time for each phase
- Set standards for measuring progress
- Incorporate organizational standards into the project
- Estimate costs
- Develop policies and procedures to accomplish the task
- Implement specific strategies
- Manage a project successfully from start to finish

Topics:
- What is project management?
- Stages of project management, step-by-step
- Why scheduling is important
- Success factors for each stage
- Proactive project management
- Tools and techniques of project management
- Definition stage
- Planning stage
- Gantt charting
- Assess your project's "do-ability"
- PERT -- What is it and how can you use it?
- Monitoring progress of a project

Proofreading and Editing with Style (1 Day)

Course ID: 188

Overview:
Do you trust your spell checker? If so, you need this seminar! Your spell checker will catch many, but not all, embarrassing errors. Learn to keep a sharp lookout by using some near-foolproof, proven, editing techniques. You will also learn standard proofreading marks so that your editing will be universally understood. The focus is on staying alert to details using both traditional proofreading and computer-assisted proofreading.

Objectives:
- Use tips and shortcuts to proofread quickly and thoroughly
- Employ and adapt standard proofreading marks
- Distinguish between corrections and queries
- Proofread without marking on the copy
- Correct spelling, capitalization, punctuation, abbreviations, compound words, numerals, and numbers
- Make efficient use of reference books
- Take advantage of computer spell- and grammar-checkers

Topics:
- The mechanics of proofreading
- Proofreading or editing?
- How to use standard marks
- Incorrect word division
- Commas, apostrophes, dashes, parentheses, brackets, braces, and other punctuation
- Spelling, capitalization, abbreviation, and numbers
- Methods of proofreading
- Deciphering hard-to-read handwriting
- Tips and cautions
- Balance and page length
- Unfamiliar words, semi-colons, colons, periods, and question marks
- Notes, quotations, symbols, tables
- Resources and references

Communication & Professional Skills

Rapid Reading and Retention (2 Day)

Course ID: 315

Overview:
Stay on top of the competition by staying on top of information! This workshop cuts through confusion and gives you the skills to read and listen more effectively. Learn to comprehend ideas and information from all sources of business communication fully and accurately. You will see remarkable results as you learn and retain information more easily.

Objectives:
- Assess and draw on personal reading strengths
- Adopt efficient reading techniques and strategies for a variety of documents
- Improve reading comprehension and retention skills
- Organize thoughts for better recall
- Be more active in meetings

Topics:
- Examining reading problems and solutions
- Learning note-taking skills
- Developing visual awareness
- Mastering research techniques for oral and written presentations
- Improving your technical reading
- Applying skills to organizational print material
- Maximizing your learning potential

Report Writing (2 Day)

Course ID: 191

Overview:
Effective report writing makes your good work known to others. This is a vital success skill in any organization. In this information-packed seminar, you will find out how to put together a winning report, from gathering and organizing materials, to proofreading the finished product. Learn how to avoid common problems such as wordiness and how to develop a clear, concise style of writing.

Objectives:
- Define the scope of reports by the needs of the intended reader
- Collect, organize and outline report material
- Know the correct formats for different types of reports
- Identify and correct seven most common faults of report writing
- Write a report so organized that its purpose, scope, findings and recommendations are perfectly clear to the reader

Topics:
- Definition of a report
- Different types of reports
- Parts of a report
- The objectives of a report
- The purpose and scope of a report
- How to do a reader analysis
- Doing research
- Understanding primary & secondary sources
- Documentation
- Checklists
- Organizing the data
- Topic outlining
- Rough drafts
- Rewriting
- Layout, design and graphics

Resume Writing (1 Day)

Course ID: 192

Overview:

In this day of downsizing, a well-prepared resume is one of the most important aids for people who will be starting a new job search. Job seekers everywhere find it difficult to condense their skills and experience into a concise statement of the strengths and benefits they will bring to potential employers. This workshop helps you examine the whole range of your skills, achievements, education, work experience by translating them into a tight, persuasive resume.

Objectives:
- Research a job
- List all of their skills and abilities
- Identify jobs to apply for
- Understand what an employer looks for
- Write at least four different kinds of resumes
- Present themselves to the best advantage in person and on paper
- Write a cover letter that makes an impact

Topics:
- A new look at resumes
- The job market revisited
- What do I want to do?
- The job objective
- Work experience
- Accomplishments
- Education
- Reference sheet
- Action verbs and relevance
- Types of resumes
- Resume alternatives
- Layouts and length
- Your writing style
- Developing a cover letter

Resume Writing & Interviewing Skills (1 Day)

Course ID: 408

Overview:

Your resume opens the door; the interview is your opportunity to sell your skills to a potential employer. They are equally important in marketing yourself for a new job opportunity. A strong resume outlines your skills and experience and makes you stand out from other applicants. If your resume and cover letter are effectively prepared, they present you to the best advantage. This workshop provides keys to writing an outstanding resume and cover letter. You will review the interviewing process from start to finish.

Objectives:
- Identify and communicate strengths, skills and experience
- Understand what an employer looks for
- Write at least three different kinds of resumes
- Write a cover letter that makes an impression
- Dress appropriately for the interview
- Be prepared for, and answer effectively, all types of interview questions
- Know when the interview is over
- Write an impressive thank-you letter

Topics:
- Skills and strengths self-assessment
- A new look at resumes
- Different types of resumes
- Choose the best format
- Writing a persuasive resume that represents you
- Dynamite cover letters
- Enthusiasm in the interview
- Appropriate dress
- Ensuring a good rapport
- Interviewing "do's" and "don'ts"
- Questions to expect and those you should never ask
- Listening to the interviewer
- Keys to an effective thank-you letter

Sensitivity: It's for Everyone (1 Day)

Course ID: 415

Overview:
To become more sensitive, you must first know when you are insensitive. Honest self-assessment and feedback are the tools you must use to develop your sensitivity. The more your self-assessment and feedback reveal a discrepancy between where you are and where you want to be, the more successful you will be. You must then use this self-awareness to set hard improvement goals for yourself. The better you understand your current attitudes and behaviors, the better you can set realistic goals for increasing your sensitivity to others.

Objectives:
- Demonstrate increased sensitivity and respect for others
- Understand different personality types
- Actively listen to others
- Make sensitivity a collaborative effort
- Balance people's needs with the goals of the organization
- Move toward being part of a collaborative work group

Topics:
- People need to be involved
- Participative premises
- The importance of honesty
- Personality Type– yours and others
- Respect, dignity, and diversity
- Giving feedback and criticism
- Building understanding
- Active listening
- Bringing out the best in others
- The ten commandments of human relations
- Ten tips for terrific teams

Small Group Dynamics (1 Day)

Course ID: 137

Overview:
Small group interactions are a frequent occurrence in organizations of all types. The success of these small groups in achieving desired outcomes is a result of effective group leadership and facilitation along with members who understand the purpose and process for functioning as a group. Presentation, discussion, demonstration and experiential role play will be methods used in this course.

Objectives:
- Understand the dynamics of group formation and functioning
- Identify task functions and personal relations functions
- Recognize the stages of group development
- Identify the purpose of a group and the structure
- Determine group parameters
- Develop an agenda for the group
- Facilitate group interactions to keep the group on-target
- and moving toward their goal
- Know how to engage members and generate investment
- Be prepared to deal with negative or uninvolved members
- Recognize the unintended benefits of group interactions
- Bring a group to closure and ensure decisions are communicated and acted on

Topics:
- Focus on the issue at hand-what is the group's purpose?
- Looking at the group's makeup-size is important
- Timing is everything
- Setting up a schedule and keeping to it
- "Warming up" the group
- Making sure the group fulfills its purpose
- Don't get sidetracked
- Handling interruptions tactfully
- Know when to end it
- Making your organization's meetings more productive

Communication & Professional Skills

Specialized Government Writing Advanced (2 Day)

Course ID: 463

Overview:
This unique workshop teaches participants how to write two distinct types of writing - technical and report writing. The technical writing portion teaches how to write documents ranging from detailed, designed to be read by a specific group of people, to a memo suggesting the solution to a problem. This is in contrast to creative writing which is simple and informative. Additionally, this course teaches participants how to write various reports from a short one-page document to a full-blown report containing twenty or more pages.

Objectives:
- Make technical writing interesting to the reader
- Incorporate the three C's into their technical writing
- Present a large amount of information on a limited number of pages
- Use correct visuals to make sure the reader understands
- Recognize the six sections of a report and write each section so that its purpose, scope, findings and recommendations are perfectly clear to the reader
- Modify the parts of a report to cover the essential information

Topics:
- Planning, organizing, researching and outlining
- More than the eye can see
- Writer's checklist
- Reader analysis
- Using visuals in a document
- Solving common technical writing problems
- Changing old attitudes about technical writing
- Layout and format
- Parts of a report
- Objectives of a report
- Different types of reports
- Purpose and scope of a report
- Organizing the data
- Rough drafts and final copy
- Editing for the three C's

Speed Reading (1 Day)

Course ID: 361

Overview:
Are you buried under an avalanche of materials you needed to read by yesterday? This course is designed for all employees who want to boost their reading speed while maintaining superior comprehension levels, this fast-paced seminar will help you achieve your goal. Learn specific techniques that enable you to save valuable time by reading faster.

Objectives:
- Read faster and retain more
- Read for main topics first
- Improve reading comprehension
- Scan and skim to get the overall picture
- Use hand techniques to guide the eye

Topics:
- How fast do you read now?
- Using eye-hand coordination to improve reading speed
- Tips for remembering what you read
- Practicing speed-reading techniques
- Pushing yourself to higher reading speeds

Strictly Writing (1 Day)

Course ID: 349

Overview:
This important workshop teaches the students how to write clearly in order for their readers to understand exactly what they are meaning to convey, whether it is in a letter, a memo, or e-mail. Participants gain an understanding of what constitutes good writing in order to get desired results. Additionally, the students learn that their writing projects an image of themselves as well as their organization and that image must be a professional image at all times.

Objectives:
- Analyze the purpose of a business letter
- Choose the correct format for the purpose of a letter
- Organize and outline what you want to say
- Recognize what writing is saying about you and your organization
- Effectively compose their messages letters, memos, and e-mails
- Understand and use the keys to effective e-mails

Topics:
- Understanding the writing process
- Sentence Diagramming
- Person and tense
- Transitional devices for continuity
- Sentence and paragraph organization
- Writing good paragraphs
- Determining the writing purpose
- Creating the correct tone
- Eight basic steps in writing business letters
- When writing to more than one audience
- Letters for specific purposes
- Letter formatting to increase effectiveness
- Memorable memos
- Three parts of a memo
- The e-mail difference and its message
- Writing better e-mail messages
- The perils of not proofreading

Technical Writing (2 Day)

Course ID: 186

Overview:
Even if the content is technical—whether it's a memo, a progress report, a manual, or user documentation—the results must be easily readable. In this workshop, you will refresh your skills in basic grammar and usage and gain top-notch tips on how to improve your technical writing style. You will learn to write for your specific audience and to convey your message clearly and effectively. The result is your technical writing will be read and understood!

Objectives:
- Understand how the written word communicates
- Realize the importance of knowing your readers
- Use the six-step approach to organizing technical writing
- Recognize the importance of style in technical writing
- Set the proper tone for the audience
- Present ideas so clearly that the reader will not misunderstand
- Write in descriptive, narrative, analytical or argumentative forms

Topics:
- What technical writing is and is not
- Common technical writing problems
- Grammar and usage exercises
- Writing for clarity
- Changing old attitudes
- Active vs. passive verbs
- Getting people into your writing
- Layout and format
- Headings
- Outlining
- Paragraph structuring
- Graphs, charts, tables, drawings, photographs, and other graphics
- Rough drafts and final copy
- Editing for clarity, brevity, and image

Telephone Techniques (1 Day)

Course ID: 209

Overview:
Your employees' telephone personality represents your organization to the public, for good or for bad. Participants in this workshop learn the essentials of telephone courtesy. But even more importantly, they learn how to leave callers feeling good about doing business with your organization. This seminar is an excellent investment in your employees' and your organization's future.

Objectives:
- Ease awkward telephone situations
- "Shake hands" verbally
- Get the correct message the first time, every time
- Deal with hostile or irate callers
- Convey bad news courteously
- Handle delays and transfers
- Make the caller feel valued

Topics:
- Your telephone habits; are they good or bad?
- Telephone communication survey
- My telephone I.Q.
- Tactics that work
- Listening is as important as talking
- Response techniques
- Handling emotional callers
- Voice and manners
- Ending the conversation and leaving the line
- Transferring calls
- Calls for others; accurate phone messages
- Call interruptions
- When you place a call
- If you must screen calls
- Planning and timing the call

Think Faster to Work Smarter (1 Day)

Course ID: 410

Overview:

You boss wants a quick synopsis of yesterday's meeting NOW! Your co-worker needs to know how to access an important file he can't find in his new computer system; he's been looking for an hour and his boss is impatiently waiting. An angry employee has just dumped a serious personnel problem in your lap. Can you think fast on your feet without losing control of the situation? This dynamic workshop is designed to help you do just that. You will learn to respond to on-the-spot questions; plan and prepare questions to increase control; and manage and redirect difficult or hostile questions.

Objectives:
- Apply the M.A.S.T.E.R. model for thinking fast
- Demonstrate a mind set for success
- Acquire the necessary facts fast
- Search out the meaning immediately
- Trigger their memory to make instant associations
- Exhibit what they know without hesitating
- Use both analytical and creative thinking

Topics:
- Creating a resourceful state of mind
- What's the core idea... the big picture?
- Knowing your preferred senses
- Asking the right questions
- Your eight intelligences
- The four R's of memory
- The importance of associations
- Show you know!
- Redirecting hostility
- Using both sides of the brain

Time Management (1 Day)

Course ID: 210

Overview:
We all admire people who manage to be successful at everything they try; the sort of people who get maximum results with an apparent minimum of effort. You too can be one of those people! By setting short-term and long-term goals, establish priorities, organize a daily schedule, accomplish unpleasant tasks, and keep themselves on target, you will manage your time more successfully. This course is a must for any individual or organization wishing to increase productivity.

Objectives:
- Identify the major causes of time problems
- Use specific and practical techniques for achieving more productive time use
- Develop a realistic plan for achieving ongoing productive time use
- Help others use time more productively

Topics:
- Analyze specific time problems in work situations
- Major interferences and how to evaluate them
- Ineffective activities that indicate poor time use
- Time use analysis
- Quality time and quantity time
- Problem survey
- Four keys to productive time use
- Time management questionnaire
- Tips for setting priorities
- Time logs
- Body clocks and productive use of energy levels
- Planning tips
- Self-discipline tips
- Task clarity tips
- Time-use improvement plan

Write Better, Speak Better: Strategic Communication (1 Day)

Course ID: 309

Overview:
Unless you live in a tree, you will be involved in some kind of communication about 70% of your waking hours. As people advance in their careers, they find they must speak more and write more. Without mastering these two essential business skills, most employees reach an early plateau in their career. This powerful workshop offers instruction in speaking to one or one thousand, as well as how to organize your thoughts, select the appropriate writing style and format for the intended readers, and communicate more clearly in writing.

Objectives:
- Master the ability to speak so everyone understands
- Manage nervousness when speaking in front of people
- Develop a format for any presentation
- Use the most effective visual aids when speaking
- Employ methods to organize information effectively
- Integrate the principles of readability
- Evaluate and improve writing skills through practice

Topics:
- The speaker's worst fear when speaking
- Enjoyable conversation and public speaking
- Developing a speech, and effective preparation and delivery
- Audience analysis
- Presentation skills with visual aids
- Talking with people
- What and why we write
- Goals of business writing
- Readability principles
- Types of business writing
- Outlines from the outset; organization and logic
- Purpose and vocabulary
- Communication is speaking and writing

Writing Professional E-Mail Without Mistakes (1 Day)

Course ID: 414

Overview:
E-mail and instant messaging are the most common and quickest means of business and personal communications. But just because e-mail gets there faster doesn't mean you should spend less time sweating the mechanical details. All business correspondence, whether written on a screen or traditionally on paper, projects an image of you and your organization. Learn how to make the most of your computer's capabilities and brush up on your writing skills.

Objectives:
- Know what to consider before writing an e-mail message
- Effectively compose messages
- Understand the keys to effective e-mail
- Decide when instant messaging is appropriate
- Polish cyber grammar skills
- Format e-mail documents for greatest readability
- Use visuals; charts, graphics, clip art, and photos

Topics:
- Before you write your e-mail message
- Processing incoming messages
- Writing a subject line with real oomph
- Grabbing the reader's attention without flaming
- Using the inverted pyramid
- Using the active voice and selecting the right tone
- Eliminating mechanical errors
- Formatting your document f
- What kind of fonts and visuals work best in different situations
- How to select visuals that support your message
- Sending and receiving attachments
- How to control e-mail
- Maintaining address books
- E-mail manners

Writing Skills for Government Business (1 Day)

Course ID: 287

Overview:
Nothing is more important for business success than clear, concise writing. Learn easy-to-implement methods for translating your thoughts to the written word. You will learn how to appeal to the reader; sell your idea, product, or yourself; and cut rewriting time in half. You will also discover secrets of professional writing for business success.

Objectives:
- Avoid common writing mistakes
- Write using action verbs instead of passive phrases
- Develop an effective style
- Select the appropriate format for any application
- Reduce excess words that hinder understanding
- Collect information and organize material
- Overcome "writer's block"
- Plan, organize, develop, and edit written material
- Get the message across

Topics:
- Don't trust your spell-checker; limitations of computer spell-check programs
- Spotting grammatical mistakes
- Fewer words for more impact
- Parallelism
- Effective sentences
- Punctuation tips
- Choosing the right words
- E-mail manners
- How to say "no" without offending
- The importance of a powerful opening
- Writing conclusions
- Avoiding clichés
- Creating images with your words

Your Attitude: Your Best Asset (1 Day)

Course ID: 214

Overview:
Discover how to be more successful in your life by maintaining a confident mental attitude. When you are positive, the dynamic effect is that other people respond favorably to you. You will learn how to develop a positive attitude to meet personal and organizational goals, deal with disabling stress and failure, and gain better control of your life. Your attitude is up to you!

Objectives:
- Magnify the positive, develop a positive attitude
- Meet personal and organizational goals
- Deal with stress
- Get along better with people
- Understand how personality reflects in the way one communicates with others
- Turn negative thinking into positive thinking
- Defuse heated arguments in a more effective manner
- Show more respect for others
- Gain personal control of your life

Topics:
- What is a positive mental attitude?
- Attitudes and one's well-being
- Understand co-workers' values and goals
- How a positive attitude helps reach goals
- Meet failure with a positive attitude
- How to relate a positive attitude to your co-workers and boss
- Use positive thinking to lower stress levels
- Your self-image and the impact of positive thinking
- Ten steps to a positive attitude
- Turn lemons into lemonade

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Communication & Professional Skills

Section III

Financial Management

Seminars and Workshops

These seminars enhance success skills needed by those key people who manage and account for money in their organizations. Topics cover both basic and advanced skills.

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Financial Management

Activity-Based Costing for Government (2 Day)

Course ID: 227

Overview:
This workshop is specifically designed to acquaint you with the fundamentals and principles of Activity-Based Costing (ABC) and Activity-Based Management (ABM). It discusses how ABC and ABM can be implemented by a government agency to improve performance. It explains the technical aspects of ABC and how to manage a project using ABC. It is designed for Agency executives and managers who are concerned with reorganizing, measuring performance, managing costs, and improving controls.

Objectives:
- Understand how and when to use Activity-Based Costing
- Discuss ABC and ABM applications and how they differ from traditional techniques
- Describe the building blocks of ABC and how to introduce them into a project
- Analyze the process of developing ABC information
- Perform basic cost analysis of activity information
- Recognize the value-added concept
- Understand the principles involved in conducting initial ABC projects

Topics:
- Meet challenges with new principles
- Management's new approach on thinking about costs
- Transition from traditional methods into ABC and ABM
- Developing cost information for use in ABC
- Analysis of Activity Information
- Developing an ABC Project
- Basics of Activity-Based Management
- Analyzing ABM when used in restructuring and with Government Suppliers
- ABC and ABM as it relates to Change Management
- What to expect after implementing ABM

Advanced Budget Analysis (2 Day)

Course ID: 223   **CPEs:** 16

Overview:
This two-day seminar teaches approaches to situational analysis using non-numeric and non-statistical techniques applicable to problems encountered in budget formulation, congressional action, budget execution, and review and audit. These subjects are addressed through lectures and case studies. You will be required to analyze various budget situations and present recommendations describing the results of your analyses. Audience is budget analyst, budget officers, accountants, auditors, financial analysts, program managers, administrative officers, budget technicians, and others who need to develop analytic skills.

Objectives:
- Develop workload, efficiency, and effectiveness measures
- Determine methods to improve program performance
- Review and strengthen budget justifications
- Administer reprogramming activities
- Conduct periodic program/resource reviews
- Review audit reports and recommend appropriate action

Topics:
- Budgeting for inflation
- Program goals and objectives
- Developing program measures
- Strengthening justifications
- Reprogramming and fund control
- Continuing resolutions
- Internal affairs and audit reports
- Determining analysis approach

Audit Report Writing (2 Day)

Course ID: 129

Overview:
This workshop teaches the aspects of writing audit reports. You will learn to: write reports in order for readers to find facts to form decisions, and interest your clients in implementing as many of your recommendations as possible. This course is geared toward financial, operational, internal and federal auditors with less than two years of experience; financial managers; new staff accountants; and new management analysts and consultants.

Objectives:
- Design a report to solve the problem of multiple audiences
- Understand Clear Condition and Root Cause Analysis (RCA)
- Explain the effect objectives have on finding and message formulation
- Learn to write recommendations for process-oriented and results-oriented audits that identify the performance aspects
- Ensure audits are properly prepared, referenced and linked to satisfy MQAS (Management Quality Assurance Services)
- Organize a finding that answers the audit objectives using different outline methods
- Draft key points; factual matters that support condition statements
- Enhance report readability with use of advance organizers

Topics:
- What is an audit?
- Internal audits and operational audits
- What is a user friendly audit report
- Audit objectives
- Commonly used units
- Making recommendations clear
- Explaining assumptions
- Organizing the report message to answer the audit question
- Writing a finding synopsis
- Short Form Audit Report
- Feedback

Audit Evidence and Documentation (2 Day)

Course ID: 182

Overview:
The American Institute of Certified Public Accountants (AICPA), Institute of Internal Auditors (IIA), and Government Accountability Office (GAO) Government Auditing Standards ("Yellow Book") establish the basis for Generally Accepted Government Auditing Standards (GAGAS) and require auditors to ensure that findings are supported by appropriate evidence and sufficiently documented in work papers. Chapter 7 of the GAO's Yellow Book establishes field work standards and provides guidance for performance audits conducted in accordance with the GAGAS. Statement on Auditing Standards (SAS) No. 103, Audit Documentation (AU sec.339.05) states that audit documentation is the record of audit procedures performed, relevant audit evidence obtained, and conclusions the auditor reached. Additionally, SAS No. 111 Amendment to Statement on Auditing Standards No. 39, Audit Sampling (AU sec. 350), Government Auditing Standards, as well as IIA standards for Certified Government Auditing Professionals (CGAP), require auditors to identify and collect appropriate evidence to support audit conclusions. In this workshop, participants will analyze the types of evidence and the tests necessary to support audit conclusions. Participants will learn methods for collecting and documenting types of evidence needed to meet professional audit standards.

Objectives:
- Identify and apply the Auditing Standards that
- pertain to audit evidence and documentation in accordance with the Government Auditing Standards (GAO)
- Describe the types, tests and sources of evidence,
- how evidence is collected and how it can be classified
- and documented
- Apply appropriate methods in collecting and recording
- evidence to assure the competence of the evidence
- Identify evidence sampling methods
- Identify Information System evidence
- Understand the use of Computer-Aided Audit Tools
- Describe responsibilities for supervisory review of
- audit documentation
- Understand methods for indexing, safeguarding and
- cross-referencing audit documentation
- Design an audit to identify and obtain sufficient
- evidence that will satisfy the audit's objectives

Topics:
- The Government Auditing Standards and Audit Evidence
- Understanding the Office of Management and Budget Circular A-123
- The Role of Evidence in Auditing
- Audit Evidence Types and Sources
- Audit Sampling
- Audit Testing
- Audit Evidence Collection
- Audit Risk Assessment & Planning
- Evidence Documentation
- Reviewing and Safeguarding Audit Work Papers

Basic Budgeting for Managers (1 Day)

Course ID: 323

Overview:
Every manager has concerns when it's time to prepare their annual budget. This workshop teaches you the basics to recognize and organize every aspect of your budget requirements. By understanding the basics, you can tackle the budget process head-on and without hesitation. As a result, you will be able to competently prepare or review a budget submission for accuracy. Attendees should be managers, supervisors, or anyone with approval authority in the preparation of, or reviewing of, a unit or organizational budget.

Objectives:
- Understand the manager's work during budgeting
- Grasp the essentials of budgeting
- Know what to expect at budget time
- Develop the right budget costs
- Interpret and evaluate financial reports

Topics:
- What a budget is not
- Budgeting process
- Completing budget forms
- Required results of budgeting
- Handling uncertainty
- Making useful budgeting assumptions
- Cost drivers
- Management payoffs

Financial Management

Budget Analysis (2 Day)

Course ID: 340   **CPEs:** 16

Overview:
Learn the basic techniques to identify budget data as related to federal budget formulation and federal budget execution. You will be required to identify budget data from various sources, analyze the data for accuracy and compliance, and make budget projections accordingly. These topics will be addressed through lectures, case studies, and exercises. This two-day workshop is invaluable for budget clerks and anyone who does budget analysis, financial analysis, or accounting analysis, as well as for others who need to develop analytical skills.

Objectives:
- Understand the phases of the federal budget cycle
- Analyze data for accuracy and compliance
- Make sound projections for budget submission and execution
- Recommend methods for program performance

Topics:
- The major steps in the budget process
- Evaluating government programs
- Determining analysis approach
- Budget projections by analysis

Budget Estimating for Non-Budget Personnel (1 Day)

Course ID: 224

Overview:
This seminar teaches non–budget personnel, including managers and their staff, who are delegated budget program responsibilities-the "how-to-start" of estimating various budget elements. It also teaches basic terminology and non-technical approaches to preparing an operating budget. It is recommended for personnel responsible for implementing funding programs, i.e. "Managing to Payroll". The information presented applies to both appropriated and non-appropriated funds.

Objectives:
- Understand and use budget estimating approaches and techniques
- Prepare an operating budget
- Determine funding requirements for personnel labor cost,
- material other funding programs
- Understand basic budget terminology and cycle

Topics:
- What a budget is
- Identifying budget programs
- Reprogramming funds
- Managing funding
- Full-time equivalent analysis (FTE)
- Appropriations and funds
- Terminology
- Estimating approaches

Budget Execution for Federal Government (2 Day)

Course ID: 225   **CPEs:** 16

Overview:
Monitoring/controlling the use of funds and preparing program/financial plans are integral parts of the budget cycle. As the year progresses, these plans may have to be reformulated, based on changing priorities, management decisions, and evaluating one program against another. This seminar addresses administrative requirements for programming and realigning available funds. The complete sequence of events in the budget execution cycle, including appropriations, apportionments, allotments, commitments, obligations, expenditures, and outlays, will be covered. Exercises and case studies will be used extensively to give participants practical experience in the application of concepts. This two-day seminar is important for budget analysts, accountants, auditors, financial analysts, program managers, administrative officers, budget clerks, budget technicians, and others who have fund control responsibilities.

Objectives:
- Understand the events in the budget execution cycle
- Follow the laws and regulations concerning the control of funds
- Adhere to reprogramming controls and responsibilities
- Develop controls for strengthening financial planning and effective
- Use of resources

Topics:
- Budget concepts and terminology
- How to identify fund account structure
- Appropriations, apportionments, allotments
- Object classification codes/ program category codes
- Financial planning
- Impoundments
- Identifying deficiencies; mid-year reviews
- Continuing resolution; maintenance of financial plans

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Budget Formulation for Federal Government (2 Day)

Course ID: 226   **CPEs:** 16

Overview:
Every governing organization and operating program must have a budget or a financial plan for the utilization of resources in accomplishing program objectives. This seminar offers basic how-to instruction in order to develop a budget for a typical authoritative organization. Emphasis is on administrative requirements for budget formulation, basic elements in preparing budget estimates, and basic steps required to assemble a budget. Exercises are used extensively throughout the workshop to illustrate concepts of data collection, estimating techniques, and calculations required in the compilation of an operating budget. The content is designed for anyone responsible for preparing operating budgets and financial plans.

Objectives:
- Prepare a budget/financial plan for an organization
- Apply budget estimating techniques to a real case situation
- Interpret budget/financial planning guidance received
- Prepare a plan within Program Guidance parameters

Topics:
- Evolution of the budget and the budget cycle
- Budget concepts and terminology
- Source of budget data and estimating techniques
- Object class or categorization of data
- Personnel compensation and benefits
- FTE allowances
- Program Guidance
- Funding authority
- Multiple-year and no-year funding authority
- Organizational financial planning

Federal Appropriations Law (3, 4 or 5 Day)

Course ID: 416   **CPEs:** 39

Overview:
This course provides a comprehensive basic/initial training for personnel with fiscal responsibilities as it relates to Federal budgets. Students will receive the historical perspective of Federal appropriations law, its concepts, and the legal foundation for Federal appropriations. Students will also learn about current legislation and how it affects their workplace, the propriety, timing, and legality of certain types of expenditures. Students receive a copy of Volumes I and II on CD-Rom.

Objectives:
- Understand the historical perspective of authorizations versus appropriations
- Be familiar with the nature of Appropriation Law, Volumes I-II
- Correctly interpret the basis of appropriations and their intended use
- Be familiar with the legal framework surrounding Federal Financial Budgets
- Know and adhere to the purpose, critical time frames, and dollar thresholds
- of Federal appropriations
- Identify special limiting terminology used in appropriations law
- Understand the role of the Comptroller General

Topics:
- Background of legal framework
- Authorization versus appropriation
- Availability of appropriations (purpose, time, and amount)
- Obligation of appropriations
- Continuing resolutions, liability and release
- Specific application claims
- Determining Congressional intent
- Augmentation of appropriations
- Supplemental appropriations
- Legal terminology used in appropriation law
- Payment of judgments
- Liability of government employees
- Statute of limitations governing obligations
- Exceptions to certain rulings
- Interest and prompt payments
- GAO decisions
- Reprogramming funds

Financial Management

Federal Accounting Standards (2 Day)

Course ID: 112 **CPEs:** 16

Overview:
This course is a review of Federal Financial Accounting Concepts and Standards, with emphasis placed on accounting for assets, which include inventory and related property, property, plant, and equipment, other selected assets.

Objectives:
• Review Federal accounting policies; how they are developed
• Discuss the role of the Federal Accounting Standards Advisory Board (FASAB) in support of financial accounting and report
• Evaluate the impact of statements on principle financial statements
• State how results of operations are reflected in the public record
• Apply accepted approaches to record keeping and accounting
• Acquire basic, detailed knowledge of accounting

Topics:
• Statement of Federal Financial Accounting Concepts 1-6
• Budgetary Integrity
• Operating Performance
• Stewardship
• Systems and Controls
• Statement of Financial Accounting Standards 1-33
• Accounting for Inventory and Related Property
  • Inventory Held for Sale
  • Operating Materials and Supplies
  • Stockpile Materials
  • Seized and Forfeited Property
  • Foreclosed Property
  • Goods Held under Price Support and Stabilization Programs
• Accounting for Property, Plant and Equipment
  • Property, Plant and Equipment (PP&E)
  • General PP&E
  • Deferred Maintenance
  • Cleanup Costs
• Heritage Assets and Stewardship Land

Federal Appropriations Law - Overview (1 Day)

Course ID: 115

Overview:
This interactive course is designed for the busy financial administrator who needs to know Federal Appropriations Law, but does not have time for the full 3-or-4 day course. Students will be able to apply the concepts discussed in each session to real-life examples.

Objectives:
• Comprehend the three salient points of Appropriations Law; purpose, time, and amount
• Understand the language of an appropriation and what constitutes an appropriation
• Apply the necessary expense doctrine to the purpose statute
• Understand the Bona Fide Need Rule and how year-end spending does not generally justify the Bona Fide Need Rule
• Examine the principle of the Anti-Deficiency Act

Topics:
• Sources of Appropriation Law
• Impact of GAO Decisions
• Administrative Procedures Act
• What Constitutes an Appropriation
• The Difference Between an Authorization & Appropriation
• Purpose Statute
• General vs. Specific Appropriations
• Necessary Expense Doctrine
• The Use of Appropriated Funds for Food, Entertainment and Meetings
• Time Element
• Bona Fide Need Rule
• Contracts Crossing Fiscal Years, Which Year to Charge
• Replacement Contracts
• Amount Statute
• The Anti-Deficiency Act
• Voluntary Services

Federal Appropriations Law - Update (1 Day)

Course ID: 393 **CPEs:** 8

Overview:
This course is an update seminar for individuals who have completed the 3-4 day Federal Appropriations Law Workshop. Those with some operational understanding of the Federal budget process would benefit from this case law update. The focus is for experienced people who want to catch up with topics and changes that emerged over the last year or two.

Objectives:
• Understand recent Comptroller General decisions covered in Volume III
• Be familiar with the legal framework surrounding Federal Financial Budgets
• Understand the legal limitations of purpose, time, and amount
• Be able to identify special limiting language in Appropriation bills
• Understand the role of the Comptroller General
• Be familiar with recent legislation pertaining to Federal Appropriations
• Grasp the key principles of Appropriations Law
• Discuss trends in Appropriations restrictions and requirements

Topics:
• Background of legal framework
• Authorization versus Appropriation
• Availability of Appropriations (Purpose)
• Availability of Appropriations (Time)
• Availability of Appropriations (Amount)
• Obligation of Appropriations
• Role of Comptroller General
• Review of Recent Court Cases

Federal Budget Process (2 Day)

Course ID: 405   **CPEs:** 16

Overview:
Every manager needs a basic understanding of the federal budget process. This workshop is designed to cover all aspects of budget management, from understanding budgeting terms to the complete budget cycle. Participants will study key aspects of budgeting and increase their competence in this critically important organizational area. With this new knowledge, they will be prepared to better use available resources to accomplish their program objectives. Emphasis is on the requirements of the federal budget process.

Objectives:
- Know basic budgeting terms
- Take on their responsibilities as budget managers
- Set appropriate budget schedules
- Identify key processes and decision points
- Understand the budget cycle
- Handle work measurement
- Understand standard object class and the evolution of the budget process

Topics:
- Budget concepts and terminology
- The budgeting process
- Sources of budget data
- Estimating techniques
- Object class or categorization of data
- Organizational financial planning
- Required results of budgeting
- Making useful budgeting assumptions
- The budget cycle

Federal Budgeting for Non-Budget Personnel (2 Day)

Course ID: 229

Overview:
This introductory seminar provides participants with a practical approach to understanding the Federal budgeting process. It covers budget terms, roles, accounting concepts, appropriations, apportionments, allotment, and source codes/object classes. This class is appropriate for anyone who wants to better understand the concepts of budgeting and how to "fit" the budget process to the Field Command/Activity needs. Appropriate for administrative staff, financial analysts, management technicians, interns, and trainees.

Objectives:
- Understand the Federal Budget process
- Use budgeting terminology, concepts, and techniques
- Participate more effectively, knowledgeably, and confidently in the budget process of their own agencies
- Identify basic pertinent factors in developing a Federal Budget Managing the obligation authority

Topics:
- The need for budgets
- Overview of PPBS & POM
- Future Years Defense Plan (FYDP)
- Phases of budgeting
- Analysis of productivity
- Budget concepts and terminology
- Continuing Resolution Authority (CRA)
- Budget estimating techniques
- Basic Principals of Financial Planning
- Cost concepts
- Standard source code/object classes
- Program budgeting
- Fiscal Year Defenses
- Restrictions and limitations

Finance & Accounting for Project Management (1 Day)

Course ID: 257

Overview:
The financial status of any project lends itself to the success of the project outcome. This workshop gives project managers a solid foundation in accounting and financial analysis. You will learn the logical approach of finance and accounting, and how to use various financial tools through to the completion of the project. The workshop provides project managers with solid facts and figures in monitoring the financial status of a project. Ideal for anyone assigned project responsibilities with a budget or financial parameter.

Objectives:
- Establish which projects to use and which to shelve
- Understand and prepare financial statements of cash flows, income statements and balance sheets
- Calculate the project's Net Present Value (NPV)
- Determine "what if" scenarios
- Compute break-even analyses
- Apply data to financial software

Topics:
- The purpose and nature of accounting
- Managerial control and budgeting
- Specialized phases of accounting systems design
- Accounting as the basis for management decisions
- Analysis of financial statements
- Tools of analysis
- Standards of comparison
- Illustrative analysis

Financial Management

Government Accounting Basics (1 Day)

Course ID: 222

Overview:
This workshop teaches participants how to write and use a Balance Sheet and Statement of Operations and know which items go on each. The participants also obtain an understanding of basic accounting principles and practices, with an overview of the accounting process. Participants can be personnel at all levels who do not have a background in accounting and finance, such as program managers; administrative, clerical, administrative staff, interns, and trainees.

Objectives:
- Understand the purpose of, and prepare, basic financial statements
- Comprehend basic accounting terminology
- Describe the accounting cycle
- Understand basic governmental accounting terminology
- Detail the major steps in the Federal Budget process
- Explain how this accounting process supports budgeting within the agency

Topics:
- Role of accounting in agency management
- Managing accounting records
- Accounting definitions, concepts, and principles
- Financial statements
- Accrual accounting
- The accounting cycle
- Accounting and the Federal Budget process
- Accounting and fund control

Government Bookkeeping & Accounting (2 Day)

Course ID: 228

Overview:
This workshop is specifically designed to acquaint you with basic accounting principles and practices. It teaches the accounting cycle and its role in the financial management program. It is designed for anyone who needs to be familiar with the basic financial accounting cycle and governmental funds theory, e.g., accounting clerks, technicians, or anyone desiring exposure to the complete accounting cycle.

Objectives:
- Understand basic accounting principles
- Describe the steps in the accounting cycle
- Analyze financial transactions to determine their effect on specific accounts
- Prepare journal vouchers and post journal entries to a general ledger
- Prepare a trial balance and basic financial statements
- Perform steps in the fund accounting process from enactment of an appropriation bill through expenditure of funds

Topics:
- Generally accepted accounting principles
- Accrual accounting concepts
- The accounting cycle
- Journals and Journal vouchers
- Accounts and ledgers
- Debits and credits
- Trial balance and adjusting entries
- Financial statements
- Fund account structure in the public sector
- Fund accounting process
- Accounting responsibility

Introduction to Budgeting & Budget Analysis (3 Day)

Course ID: 426

Overview:
This introduction course provides a history of federal budget development and the federal budget process. Students will learn how to design, formulate, and submit a budget. Additionally, they will learn the necessary steps to both execute and control expenditures. They will become knowledgeable in several different appropriations categories. They will gain an in-depth knowledge of budget analysis and how budget requests are justified and programs evaluated.

Objectives:
- Determine program requirements
- Estimate a budget
- Formulate a budget request
- Measure productivity
- Stabilize funding requirements
- Understand Planning, Programming and Budgeting Systems (PPBS)
- Properly present a budget request
- Execute a budget
- Evaluate the programs
- Develop program measures and quantify program requests by using certain formulae
- Analyze budget reports and the limitations established by the Office of Managing Budget (OMB)

Topics:
- Determine program requirements
- Estimate a budget
- Formulate a budget request
- Measure productivity
- Stabilize funding requirements
- Understand Planning, Programming and Budgeting Systems (PPBS)
- Properly present a budget request
- Execute a budget
- Evaluate the programs
- Develop program measures and quantify program requests by using certain formulae
- Analyze budget reports and the limitations established by the Office of Managing Budget (OMB)

Introduction to Budgeting for Non-Budget Personnel (1 Day)

Course ID: 325

Overview:
All support staff has concerns when it's time to prepare an annual budget. This course will teach you the basics to recognize and organize every aspect of you budget requirements. By understanding the basics, you can tackle the budget process head-on and without hesitation. Therefore, with the utmost confidence, the support staff can competently prepare or review a budget submission for accuracy. Attendees should be administrative, clerical or any support staff that has any kind of budget responsibilities.

Objectives:
- Understand the staff's work during budgeting
- Grasp the essentials of budgeting
- Know what to expect at budget time
- Develop the right budget costs
- Interpret and evaluate financial reports

Topics:
- What a budget is not
- Budgeting process
- Completing budget forms
- Required results of budgeting
- Handling uncertainty
- Making useful budgeting assumptions
- Cost drivers
- The payoffs

Introduction to Federal Financial Management (2 Day)

Course ID: 466

Overview:
This course provides comprehensive basic training for personnel who manage funds for programs and projects which support their agencies' mission. Guidance published by the Office of Federal Financial Management of OMB is discussed as well as the roles and responsibilities of managers overseeing funds.

A typical Federal Financial System is reviewed as well as a discussion on funding violations. Additionally, the course teaches participants the purpose clause, and the obligation of funds in the proper accounting period. The audience should be Project and Program Managers who are tasked with the management of the funds, and their Administrative Assistants.

Objectives:
- Be familiar with various Circulars, Directives, and other guidance issued by the Office of Federal Financial Management of OMB
- Understand the roles and responsibilities of a manager who is tasked with managing their respective program or project funds
- Be familiar with several Financial Management Reports issued by the Office of Federal Financial Management
- Describe the basics of a typical Federal Accounting System and comprehend basic accounting terminology
- Identify the various funding violations and the consequences
- Correctly interpret the purpose clause, and the use of funds in the proper accounting period
- Know how to perform an analysis of project/program funds

Topics:
- Federal Managers Financial Integrity Act of 1982
- Management Accountability and Controls – OMB Circular A-123
- Various Federal Financial Management Reports issued by OMB
- Roles and Responsibilities of Managers
- Review of a typical Federal Financial System
- Funding Violations
- The Purpose Clause
- Obligation of Funds in the Proper Accounting Period

Financial Management

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Quick Response Auditing (3 Day)

Course ID: 147

Overview:
This course provides an awareness of the significant laws affecting the government-audit environment. Students learn how to use creative thinking to reduce cycle time for performance audits while maintaining quality and compliance with generally accepted audit standards. Students also learn how to tailor audit products to meet client needs, and when appropriate, offer clients alternatives in place of a full-coverage audit. Using case studies, attendees learn how to: write objectives to facilitate prompt field work, complete timely reports, and limit the scope of auditing work while satisfying auditing objectives.

Objectives:
  • Understand the significant laws affecting the Government Audit Environment
  • Identify the impact of change in the Government Audit area and assess the environment
  • Apply generally accepted auditing standards
  • Identify audit techniques and methodologies
  • Identify techniques for limiting the scope of the audit
  • Learn to develop positive client/auditor relationships
  • Explain auditing and consulting services
  • Identify tips and tricks for the delivery of quality audit services

Topics:
  • Significant Laws, Regulations & Legislation
  • Quick Response Audits
  • Impact of Change
  • Environment
  • Application of Auditing Standards
  • General Standards
  • Field Work Standards
  • Application of QRA to Generally Accepted Auditing Standards
  • Audit Reports
  • Techniques for Limiting Scope
  • Use of Consultants

Reimbursable Agreements (2 Day)

Course ID: 174   **CPEs:** 16

Overview:
This course teaches financial managers, program analysts and accountants the law covering acquisition and provision of goods and services. Students are taught the rules relating to Economy Act orders, revolving funds, user charges, and mandatory sources. Students learn how to interpret appropriations law relating to reimbursable agreements, how to legally pay for products and services produced and consumed between government agencies and how to recognize and adhere to critical time frames of federal appropriations.

Objectives:
  • Demonstrate the proper use of procedures involving reimbursable authority
  • Understand various issues related to reimbursable agreements
  • Comply with significant legislation that apply to acquisition of goods and services
  • Adhere to dollar thresholds or other mandated spending ceilings
  • Describe how federal appropriations law applies to interagency orders
  • Explain why federal appropriations must only be used for the purpose intended

Topics:
  • Operations of a Reimbursable Fund
  • Management Process
  • The Budget Cycle
  • Budgetary Reporting
  • The Economy Act
  • Funds Available
  • Written Agreement
  • Fiscal Matters
  • Obligation and Deobligation
  • Applicability of Limitations and Restrictions
  • Accountability Issues
  • Contracting Out and "Off-Loading"
  • Revolving Funds
  • Concept of User Charges
  • Year-End Closing Procedures

Standard General Ledger - Advanced (2 Day)

Course ID: 122   **CPEs:** 16

Overview:
This is an advanced course designed to teach financial managers; financial analysts; budget analysts; accountants, and other financial staff personnel who are involved with any aspect of implementing or using the U.S. Standard General Ledger (USSGL or SGL) to record events and/or prepare financial statements.

Objectives:
- Describe the SGL purpose and features
- Identify the SGL Chart of Accounts structure
- Use SGL account definitions
- Analyze key accounting events
- Identify SGL attributes
- Use SGL Crosswalks to show how financial statements
- are generated

Topics:
- SGL Purpose
- SGL Chart of Accounts and Definitions
- SGL for Budgetary and Propriety Accounting
- Accounting Transactions
- SGL Attributes
- Adjusting and Closing Transactions
- External Financial Reporting
- SGL Home Page for updates

Understanding Financial Statements (1 Day)

Course ID: 338

Overview:
Though we are articulate, knowledgeable, and competent in our subject areas, we discover that our minds turn to mush when we face the prospect of dealing with financial statements. This program covers the subject of financial statements and how they reflect the actual operation of a business. This seminar is valuable for anyone with little or no understanding of the subject of business finance. It is also an excellent brush-up for those with some training in finance.

Objectives:
- Read and understand basic financial statements
- Discuss what financial management is
- Determine assets and liabilities
- Understand the Income Statement or Profit and Loss Statement
- Review Cash Flow Statements
- Use financial information to check performance and create a budget

Topics:
- Financial management isn't my job-is it?
- Tracking performance with Balance Sheets and Income Statements
- Monitoring cash flow with Cash Flow Statements
- Using financial information
- Building organizational ownership with meaningful financial data

Writing Effective Budget Justifications & Presentations (2 Day)

Course ID: 265   **CPEs:** 16

Overview:
This seminar provides you with the techniques to present effective budget justifications. The focus is on analysis of budget submissions and preparation of narrative descriptions. These techniques permit adequate considerations of a budget proposal. Justifications should state the facts and reasoning behind the estimates, as explicitly and briefly as possible. All justifications must be complete, to the point, and understandable. You will learn that specific, concrete, factual data commands more attention and understanding than vague generalities. For the maximum benefit, you should have completed an introductory budget course or possess equivalent work experience.

Objectives:
- Understand the Federal Budget allocations
- Describe programs showing benefits and output
- Understand budget changes within the economic and political framework
- Develop written program goals, objectives, and budget justifications

Topics:
- Purpose, structure, and elements of budget justification
- Techniques for supporting budget estimates
- Program plans and financing needs
- Base program description
- Program increase justification
- Presentation of quantitative data
- Techniques of clear writing

Financial Management

Section **IV**

Human Resources

Seminars and Workshops

These workshops help not only human resource specialists but also all supervisors and managers to understand, manage and fulfill their HR responsibilities while maintaining a results-oriented workforce.

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Human Resources

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Basic Staffing & Placement - Branch Specific (3 or 4 Day)

Course ID: 237   **CPEs:** 39

Overview:
This introductory course prepares participants with the knowledge and skills needed to recruit, hire and retain skilled professionals for Federal Government jobs. This course provides the new Federal HR practitioner, HR Manager, or EEO Specialist with valuable information about programs and regulations necessary to operate in today's personnel staffing environment. You will learn about applying and working for the Federal Government and specifics about the competitive service system. Also, you learn about the challenges to recruiting in today's competitive job environment. Participants acquire knowledge and skills needed to evaluate and rate Federal job applications.

Objectives:
- Develop innovative recruitment solutions to meet recruiting challenges
- Evaluate applicant's knowledge, skills and abilities as they relate to each job announcement
- Determine minimum qualifications for job applicants using OPM qualification standards for GS Positions
- Apply merit promotion and other in-service procedures specific to the government employment system
- Provide accurate information to job applicants and current employees about the civil service employment system
- Conduct an analysis of each job candidate's knowledge, skills and abilities (KSA's)
- Explain the basic concepts and techniques used in reduction in force/downsizing
- Provide information about recent trends and developments in Federal Human Resource management and recruiting
- Conduct research and access appropriate reference and resource material, including rulings and revised regulations
- Understand and be able to explain the Federal merit promotion system and consistently apply time-in-grade and time-after-competitive appointment restrictions.
- Explain and consistently apply the Veteran's Employment Opportunity Act (VEOA) and how to determine Veterans Preference for job applicants.

Topics:
- Today's challenges in recruiting, hiring and retaining talent in the workforce within the Federal Government
- Overview of working for the Federal Government and Excepted Service
- What skills do I need to accurately evaluate, rate and rank job applicants for Civil Service positions?
- How to research and access current and relevant reference material, including legal and regulatory rulings; where to go for help
- History and evolution of the merit system
- Understanding the concepts of merit promotion and other in-service procedures
- Recent developments in Federal Human Resource Management and Staffing
- Concepts applied to workforce downsizing
- Conducting job analysis and rating schedule development
- Applying the concepts of time-in-grade, competitive appointments and rule of three
- How USA JOBS and Quick Hire helps and hinders HR professionals
- Networking with other HR professionals and agencies
- Effective recruiting; Matching the right person for the right position
- How to determine if applicants meet minimum qualifications using OPM Qualification Standards
- Open forum on staffing and placement

Diversity in the Workplace
(1 Day)

Course ID: 395

Overview:
Understanding and valuing diversity is an essential supervisory skill in today's increasingly multi-cultural workplace. Employees and customers alike now come from a wide variety of cultural and ethnic backgrounds, creating a mosaic of talents, experiences, and communication styles. In today's organization, diversity is an asset rather than a burden. Clear communication is a key supervisory skill, and respecting each other's different styles is crucial to being a good communicator in a diverse organization.

Objectives:
- Define prejudice, discrimination, sexism, ageism, racism, and stereotyping
- Understand primary and secondary dimensions of diversity
- Identify current workplace trends and statistics as they relate to diversity
- Appreciate the impact of discrimination on employee morale and productivity
- Identify their responsibilities for smoother relations in a diverse workforce
- Understand individual and cultural differences in outlook
- Identify kinds of collusion that prevent the workplace from being equally as productive for everyone
- Clarify communication and prevent misunderstandings based on cultural differences

Topics:
- How well do you know your environment? Diversity statistics that may surprise you.
- How well do you know yourself? Diversity self-assessment
- Assessing your diversity sensitivity as a manager
- Cultural diversity conflicts and misunderstandings
- Accepting and appreciating diversity
- Building cultural management strategies
- Prejudice, discrimination, and power
- Toward a new and inclusive model of management
- Setting concrete goals and developing an action plan

Evaluating & Coaching Performance
(1 Day)

Course ID: 329

Overview:
As a manager, evaluating and coaching your employees is an important part of your job. While these tasks take time, they offer a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. The performance of the entire organization is enhanced when supervisor and subordinate take "time-out" for a one-on-one discussion of important work issues that might not otherwise be addressed. The value of this intense and purposeful interaction between you and your employees should not be underestimated. This seminar will prepare you to get the most out of evaluating and coaching your staff.

Objectives:
- Understand the benefits of effective evaluating and coaching
- Know when and how to conduct such sessions for maximum impact
- Recognize how these meetings can affect employee motivation and satisfaction
- See the link between evaluating and coaching and reduced absenteeism and turnover

Topics:
- Providing recognition for work efforts
- Showing your interest in an employee's individual performance and development
- Recognizing and agreeing on individual training and development needs
- Balancing the tasks of evaluating objectively and coaching supportively
- Using evaluations to determine future training needs
- Analyzing the success of hiring practices, based on information received through evaluating and coaching current employees

Human Resources

Federal Human Resource Management (3 Day)

Course ID: 110

Overview:
This course provides a high-level overview of the federal human resources environment. It examines the principles, procedures, rules, regulations and organization of federal human resources management. Students discuss issues relating to merit system principles, major personnel laws and the personnel organizations of the federal government; position classification and pay administration; federal personnel employment, recruitment, selection and placement; performance appraisal and recognition; training and development; terminations, discipline and adverse actions; appeals and grievances; federal labor management relations; employee responsibility, conduct and political activity; employee benefits; and future trends, issues and concerns in public personnel management.

Objectives:
- Provide an understanding of the human resources management framework
- Offer experiential analysis to understand the challenges of CPOs and HR Managers in developing their organizations
- Provide insights on how to develop strategies, initiatives and programs to introduce and sustain competitive HR advantage in organizations
- Focus on management best practices, tools and models to implement an effective HRM system
- Emphasize the value of strategic Human Resources management in business performance with focus on organization design, change and development
- Understand that human capital has a critical role in an organization's viability in the knowledge economy

Topics:
- Organization behavior and psychology
- HRM and organizational design
- Manage and improve business performance through HR strategy
- Strategic staffing
- Skill deficits; dysfunctional levels of labor turnover
- DACUM; job analysis and design
- Recruitment, interviewing and selection, negotiation skills development
- Socialization, training and development
- Performance appraisal design, pay, rewards, compensation, recognition and promotion
- Law, policy and workplace governance
- Diversity in the global economy
- Balancing the goals of management with the needs and aspirations of employees

Financial Management for Government Employees: From Gray Sky to Blue Sky (1 Day)

Course ID: 113

Overview:
When gray skies hang over us and we feel a storm coming in our lives, are we ready to weather that storm? Financial planning is the process of managing money to achieve personal economic satisfaction. It should be a life-long process of updating certain aspects of your self-knowledge, values and goals. This course teaches conscientious management of your financial circumstances, however modest they may be from time to time. It enables you to anticipate opportunities and prepare for contingencies which in turn, gives you better choices when life's, inevitable events, adverse or otherwise, occur. Students determine where they are now, what their personal finances are and where they want to be the rest of their lives.

Objectives:
- Determine their current financial situation
- Develop financial goals
- Identify alternative courses of action
- Evaluate alternatives
- Create and implement a financial action plan
- Reevaluate and, if necessary, revise the plan

Topics:
- How much is coming in?
- How much is going out?
- The advantages of saving early
- Threats to your goals
- Planning is like a map
- Risk assessment
- Where do I stand now?
- Where do I go from here?
- Revise your spending choices
- The financial factors
- Know your retirement needs
- Retire like a millionaire

Human Resources Management for Admin. Personnel (2 Day)

Course ID: 482

Overview:
This two-day workshop provides an introduction to the principles of human resources management and its place within the organization. Emphasis is placed on federal employees in Title V and Title X along with projected procedures in the developing National Security Personnel System. The focus of this course is on the day-to-day aspect of human resources for administrative personnel in order to create an environment that is conducive to maximum productivity and customer service.

Objectives:
- Understand the terms and functions of federal human resources management
- Identify critical activities in human resources management
- Identify key regulations, practices, and policies
- Describe the main features and benefits of performance management
- Communicate personnel management strategies and policies

Topics:
- The historical development of the HRM function
- Performance management – benefits and processes
- The purpose on human resources management
- Staff training and development
- Job analysis, recruitment and selection
- Customer service and communications
- Process improvement and best practices
- Diversity and workforce generations
- Interpersonal relationships

Individual Development Planning (IDP) (1 Day)

Course ID: 195

Overview:
Planning a career strategy that ensures that all the skills required of you are obtained and the organization receives a Return on Investment (ROI) for the time and money invested is a challenge. This course is designed for supervisors and employees to get together and formulate a strategy to meet the Strategic Goals of the Organization as well as the Career Goals of the employee.

Objectives:
- Identify the skill requirements for your position
- Clarify "skill gaps" between the supervisor and
- the employee
- Create a strategy that bridges those gaps through, training, study, and assignments
- Connect Strategic Organizational Goals to Employee Goals
- Create a 5–year IDP that coincides with the Strategic
- Business Plan of the Organization

Topics:
- Job Skill Assessment
- Levels of competence
- Gap Analysis
- Connecting to Goals (Individual, Divisional, Department,
- and Organizational)
- Planning a strategy
- Working the strategy and adjusting

Master Train-the-Trainer (4 Day)

Course ID: 215

Overview:
This intense seminar teaches platform techniques to people who train others. In this comprehensive workshop, you will learn how to motivate adult learners in a classroom environment, as well as how to deliver training effectively. You will practice and assess yourself in a supportive group environment. Presentations are videotaped for instant feedback and review, and discussions draw on the experiences of the instructor and the group.

Objectives:
- Establishing an appropriate adult learning climate
- Motivate adult learners
- Employ effective platform training skills
- Use appropriate training aids
- Resolve classroom problems
- Manage learning activities

Topics:
- Roles of the instructor
- Traits of an effective trainer
- Instructional goals and learning objectives
- Understanding adult learning styles
- Projecting a positive image
- Communication skills
- Platforms skills
- Designing and using instructional aids
- Phases of classroom learning
- Learning/teaching process
- Tips for combating nervousness
- Methods of instruction
- Managing questions
- Classroom management
- Evaluation and testing
- Post-training strategies

Human Resources

Human Resources

Mediation for Workplace Disputes (2 Day)

Course ID: 331

Overview:
Mediation has emerged as an alternative to resolving disputes, particularly business disputes. This seminar teaches a mediation model for workplace disputes in the Federal Sector that is far more apt than a coercive adversary process. This method is suited to minor degenerating relationships between interdependent individuals. Learn how to use the mediation process as a quick and cost-effective means to mutually satisfy disputing parties.

Objectives:
- Facilitate disputing parties to reach their own resolutions
- Chair a joint meeting of disputing individuals
- Bring out the facts between disputing parties
- Ask the appropriate questions surrounding the dispute
- Help the disputing parties think through the facts and take into account new facts
- Aid the disputing parties to reappraise their position in the light of all facts
- Help the disputing parties reach agreements which are clear and comprehensive
- Use integrity in the mediation process

Topics:
- Exploring conflict
- The overuse of litigation
- Differences between mediation and adversarial processes
- Role of the mediator
- Mediation demonstration
- Ethics for the Mediator
- Gathering all the facts
- Confidentiality and its limitations
- Mediation components; starting the mediation process
- Conditional or contingency agreement; hidden agendas
- Agreement writing practice; a well-written agreement
- Managing evidentiary information; use of evidence in mediation

Mid-Career Retirement Planning FERS (1 or 2 Day)

Course ID: 1004

Overview:
Discover investment techniques for long-range security and ways to optimize your Thrift Savings Plan. In this course, designed for federal employees covered under Federal Employee Retirement System (FERS), you also examine Social Security and disability benefits, Medicare, estate planning and wills.

Objectives:
- Identify key elements of the FERS system
- Identify the various financial, tax, legal and estate issues that affect benefits
- Describe how the Thrift Savings Plan (TSP) works
- Develop systematic plans for meeting long-range retirement goals

Topics:
- Overview of the FERS system
- What will affect my benefits
- When will I retire
- Voluntary contributions
- Creditable military service
- Annuities and Insurances
- Estate Planning
- Will and Beneficiaries

Negotiation Skills (2 Day)

Course ID: 142

Overview:
How many of us believe we are negotiators? Probably very few, unless our job specifically calls for negotiation. But in reality all of us negotiate every day of our lives.
We attempt to influence others; an employee, a spouse, a child, a friend–to make the decisions we would like them to make. Often we don't know why we succeed or fail. In this practical workshop, learn proven strategies in the "fine art" of negotiating for what you want, in both personal and business situations.

Objectives:
- Identify situations that call for negotiation
- Understand the different styles of negotiation and when each is appropriate
- Apply the style(s) suitable to them and to the situation
- Develop action plans for successful negotiating
- Implement a variety of successful strategies in negotiations
- Conduct individual and team negotiations successfully

Topics:
- What is negotiation?
- How to recognize the potential for negotiation
- Sources of power available in a negotiation
- Applying specific power skills in specific negotiation situations
- Competitive negotiation
- Tactics to counter the competitive style negotiator
- How to determine the needs of the other party in a negotiation
- Five specific tactics useful to the negotiator
- Differences between deadlocks and impasses
- Having needs met through collaborative negotiations
- Moving to the win-win plateau

New Employee Retirement Planning FERS (1 Day)

Course ID: 1005

Overview:
A rewarding retirement takes careful planning. Knowledge when you can retire and being financially secure are important parts of the planning process. This course is designed for those just beginning their Federal Career. Students receive an in-depth explanation of the FERS Retirement System, Social Security, the Thrift Savings Plan, Life Insurance, Health Insurance, and Disability Benefits.

Objectives:
- Identify key elements of the FERS Retirement System
- Describe how the Thrift Savings Plan (TSP) works
- Develop systematic plans for meeting long-range retirement goals
- Describe Life Insurance elections at time of retirement
- Know Health Insurance options at time of retirement

Topics:
- FERS (Full Discussion)
- Eligibility for Retirement
- FERS Special Retirement Supplement
- Catch 62 Post-56 Military Time
- Deposit/Redeposit Service
- Survivor Benefits
- Thrift Savings (Full Discussion)
- Health Insurance
- Life Insurance

No FEAR Act (1 Day)

Course ID: 111

Overview:
This course provides the required initial training for all federal employees per Title II of the No FEAR (Federal Employee Anti-discrimination and Retaliation) Act. The No FEAR Act ensures the rights of employees, former employees, and applicants for employment are protected under discrimination, whistleblower and retaliation laws. The act requires that "federal agencies be accountable for violations of antidiscrimination and whistleblower protection laws." This training informs students of the No FEAR Act and other laws making discrimination and retaliation in the workplace illegal.

Objectives:
- Understand the basic provisions of the No FEAR Act
- Know what Antidiscrimination and Whistleblower Protection Laws are
- Know which Antidiscrimination and Whistleblower Protection Laws protect you
- Understand how to file a complaint alleging discrimination, retaliation, or a violation of the Whistleblower Protection Laws
- Discuss the rights and protections available to federal employees under antidiscrimination laws
- Describe the responsibilities and obligations of federal agencies under the No FEAR Act

Topics:
- Antidiscrimination Laws
- Title VII of the Civil Rights Act
- Pregnancy Discrimination
- The Age Discrimination in Employment Act
- The Rehabilitation Act
- The Equal Pay Act
- Protection Against Reprisal or Retaliation
- What to do if You Believe Discrimination Occurred
- Manager and Supervisor Responsibilities
- Whistleblower Protection Laws
- Whistleblower Disclosures and Complaint Process
- Prohibited Personnel Practices
- Violation Accountability
- Discrimination and Retaliation Legalities

Human Resources

Performance Management in the Federal Sector (2 Day)

Course ID: 130

Overview:
Managing employee performance is an integral part of the work that all managers and supervisors perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof, has a profound impact on the success of the organization. This course is especially designed for managers in the Federal sector, frequently tasked with doing more with fewer resources. Each Federal Agency has performance accountability standards which are aligned with strategic goals and objectives. The objective of this course is to prepare any Federal manager or supervisor, at any level, with the knowledge and skills to document the expectations of individual and group performance and explore ways to reward top performers in your Federal agency.

Objectives:
- Understand the importance of performance management
- for supervisors
- Communicate individual/group performance expectations
- Use a collaborative approach with subordinates in
- developing performance expectations
- Recognize and reward high performance
- Help improve less than fully successful performance
- Effectively communicate performance expectations
- Examine "Best Practices" used by other agencies

Topics:
- Key Elements of Effective Performance Standards
- Trends in the Federal Workplace
- Expectations of Federal Agencies (Human Capital Management)
- Managing for Excellence Initiatives
- Characteristics of Supervision
- Negotiability Issues with Performance Management
- Writing Quality Performance Standards
- Appraisal Systems in the Federal Government
- Collaboration and Evaluation
- Skills in Giving Feedback
- Unique Aspects of Support Positions in Performance Management
- Frequently Asked Questions

Performance Standards & Feedback (3 Day)

Course ID: 154

Overview:
As either a new or seasoned manager, it is important to have the knowledge and skills to develop results-oriented performance standards. This course will prepare first-level supervisors or managers with the necessary information and skills to write effective performance standards and elements. It is important to be able to effectively communicate your performance expectations to those who you supervise, while also meeting the goals and objectives set by your agency. Attending this course will enhance how effectively you communicate performance standards and expectations. Also, you will explore best practices used by other agencies, and learn coaching and mentoring techniques which can be used to enhance individual and team performance.

Objectives:
- Write Quality Performance Standards
- Focus on customer service elements to improve customer service
- Understand key elements of performance standards
- Skillfully coach and mentor employees to meet or exceed performance goals and objectives
- Recognize current trends in workplace performance management
- Examine "Best Practices" used by other agencies
- Involve and engage employees in the development of performance standards
- Effectively manage and monitor employee performance
- Understand negotiability issues with performance management

Topics:
- Expressing standards and expectations
- Mandates and guidelines for performance management
- Different types of performance measurements
- How to write performance elements
- Trends in the workplace
- What works best for your management style
- Understanding how to use coaching to optimize success
- Techniques for giving both positive and negative feedback
- Generating results-oriented performance
- Effectively measuring and monitoring performance
- What works, what doesn't when holding people accountable

Pre-Retirement Planning CSRS (1, 2 or 3 Day)

Course ID: 1001

Overview:
Retirement is your reward for long years of hard work. But don't wait until then to prepare! Students are provided with overview knowledge to make informed decisions about retirement. The CSRS is a defined benefit plan that covers Civil Service Retirement System (CSRS) employees within 10 years of retirement. Students are informed about federal retirement benefits, social security and life and health planning. You will examine Thrift Savings Plan options and financial and estate planning. Spouses attend free.

Objectives:
- Identify key elements of the CSRS
- Perform basic retirement income computations
- Describe the impact of Social Security and Medicare
- Identify the various financial, tax, legal, and estate issues affecting benefits
- Describe how TSP works and when withdrawals are permitted
- Identify retired military issues that affect annuities
- Apply laws that affect survivor benefits
- Define relocation issues that may impact retirement
- Describe the impact of CSRS offset

Topics:
- CSRS Retirement
- Survivorship Benefit
- TSP contributions/withdrawals
- Federal Employee Life insurance
- Disability insurance
- Social Security
- Medicare
- Federal Health Benefit

Pre-Retirement Planning FERS (1, 2 or 3 Day)

Course ID: 1002

Overview:
Retirement is your reward for long years of hard work. But don't wait until then to prepare! Students are provided with overview knowledge to make informed decisions about retirement. The FERS is designed as a "transportable" benefit system that covers Federal Employees Retirement System (FERS) employees within 10 years of retirement. Students are informed about federal retirement benefits, social security and life and health planning. You will examine Thrift Savings Plan options and financial and estate planning. Spouses attend free.

Objectives:
- Identify key elements of the FERS
- Perform basic retirement income computations
- Describe the impact of Social Security and Medicare
- Identify the various financial, tax, legal, and estate issues that affect benefits
- Describe how the TSP works and when TSP withdrawals are permitted
- Identify retired military issues that affect annuities
- Apply laws that affect survivor elections, leave/health benefits and life insurance
- Define relocation issues that may impact retirement

Topics:
- FERS Retirement
- Survivorship Benefit
- TSP contributions/withdrawals
- Federal Employee Life insurance
- Disability insurance
- Social Security
- Medicare
- Federal Health Benefit

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Human Resources

Human Resources

Processing Personnel Actions (2 Day)

Course ID: 438

Overview:
The purpose of this course is to review and introduce you to the various techniques, procedures, and best practices used to process personnel actions. You will gain better understanding of the overall process and your role in the process. There are many people involved in the process, from the first line supervisor to top managers, resources management staff, and of course, personnel administrative specialists who have a major role in making sure each personnel action gets worked and processed correctly. This course will enable federal personnel specialists to get the job done right at the right time for the right person.

Objectives:
- Understand what a process is, identify critical parts of a process, and analyze ways to improve the timelines, accuracy, and overall quality of products and services
- Use proven techniques and procedures to achieve effective and efficient results
- Use The Office of Personnel Management (OPM) Guide to Processing Personnel Actions and related references to prepare personnel actions
- Recognize the importance of supporting change and accepting challenges as opportunities

Topics:
- Understanding a process
- Internal and external processes and customers
- Relationships within a process
- Process improvement tools
- Leadership guidance on the government process
- Office of personnel management
- Timeliness of personnel actions
- Guide to processing personnel actions
- Request for Personnel Action
- Notification of Personnel Action
- Change and opportunities in human resources

Return on Human Capital Investment (ROI) (1 Day)

Course ID: 471

Overview:
This workshop provides participants with a basic understanding of the foundation and methodology, as well as a step-by-step process, for measuring return on investment in human capital and human resource programs. The knowledge that participants learn from this course will aid them in determining and improving the bottom-line impact that human capital has on their organizations.

Objectives:
- Apply fundamental measurement methodologies
- Compare and contrast effective, efficient, and effortless outcomes/results
- Provide counsel on reducing ineffective projects/activities
- Align investment in human capital with organizational goals
- Recognize the challenges of applying value to organizational activities
- Understand the process of return on investment
- Measure the cost of investment in people and the return gained by the organization

Topics:
- Cost management
- Effectiveness and ineffectiveness
- Efficiency and inefficiency
- Perceived versus actual cost
- Process improvement
- Prioritization
- Gather, integrate and analyze data
- Quality and quantity
- Resource management
- Total benefit and total cost

Strategic Human Capital (2 Day)

Course ID: 106

Overview:
The purpose of this course is to help leaders to better manage one of their most important assets, human capital. This course outlines the importance of aligning Human Resources policies and procedures with overall organizational strategic objectives. By working together, Human Resources and nonprofit managers assure that processes are in place for acquiring, developing and retaining employees in the right place at the right time. This greatly assists the organization in achieving its strategic mission.

Objectives:
- Explain the meaning and importance of strategic planning and management while providing a framework of the strategic planning process
- Describe the process of strategy formulation and outline the links between business strategy and strategic human resources management
- Provide a framework for managers to link their agency's strategy
- Understand importance of HR as a strategic business unit
- Evaluate HR's contributions to organizational effectiveness
- Create a strategic alignment between HR and organizational business objectives
- Understand the basics of Knowledge Management
- Identify needs and outcomes

Topics:
- Recruitment
- Performance management
- Training and development
- Workplace relations
- Career and succession planning
- Forecasting your workforce needs
- Positioning priorities
- Addressing turnover issues
- Identifying alternative arrangements for filling positions
- Improving management of associated costs

Thrift Savings & Financial Planning (1 Day)

Course ID: 1006

Overview:
The Thrift Savings Plan (TSP) is key to financing retirement for Federal employees, particularly those under the Federal Employee Retirement System (FERS). It is also important for those under the Civil Service Retirement System (CSRS) to understand their options. The course explains in detail the employee contribution choices, Government matching (where applicable), the TSP investment funds, employee loan and hardship withdrawal programs, withdrawal options in retirement and other pertinent topics. In addition, the place of the TSP within overall retirement planning is discussed to help place it in perspective, and to emphasize the importance of early and consistent savings for retirement throughout an employee's career.

Objectives:
- Identify key elements of the TSP and its place in overall retirement planning
- Describe the TSP funds and their investment goals and costs, and understand their responsibility to grow the TSP for retirement
- Identify TSP participation in retirement and withdrawal options, as well as tax ramifications
- Identify the retirement annuity (FERS OR CSRS) and Supplemental Annuity (FERS) for which they will be eligible
- Understand Social Security Retirement Benefits and eligibility
- Identify general retirement and financial planning vehicles outside their employee benefits

Topics:
- Thrift Savings Plan contributions, investment choices, withdrawals
- CSRS and FERS Annuity and Supplement
- Social Security Benefits
- Spousal and survivor entitlements
- Perspective of TSP as a part of financial planning for retirement, other considerations and choices inside and outside of Federal employee benefits

Writing Performance Elements (2 Day)

Course ID: 148

Overview:
This training program is intended for new managers or supervisors working in the Federal Government who are responsible for developing or revising performance standards for those employees with whom they supervise. Students will develop several competencies, including skills in development of effective, measurable performance standards, know the importance of workforce accountability, consistently write both critical and non-critical performance elements, effectively communicate performance expectations, combine agency goals and objectives including customer service elements.

Objectives:
- Develop skills in writing effective performance standards/elements
- Effectively communicate performance expectations
- Recognize Measurable Outcomes and Manage Performance
- Understand Key Elements of Performance Standards
- Determine Critical Results
- Examine "Best Practices" used by other agencies

Topics:
- Writing Quality Performance Standards
- Key Elements of Effective Performance Standards
- Writing Critical and Non-Critical Elements
- Giving Meaningful, Effective, Timely Feedback
- Negotiability Issues with Performance Management
- Collaborative Involvement in Performance Standards
- Skills in Giving Feedback
- Agency "Best Practices"
- Frequently Asked Questions

Human Resources

Leadership, Management & Supervisory

Seminars and Workshops

Tailored for people in leadership, management or supervision positions or those aspiring to these positions. These seminars cover essentials skills for success at these upper levels. Topics include important leadership, supervisory and management skills such as: Conflict Management, Planning, Project Management, and International Business Practices.

Leadership, Management & Supervisory

Advanced Coaching Techniques (2 Day)

Course ID: 329

Overview:
This advanced course will provide a comprehensive understanding of the role of coaching in maximizing organizational performance. The course is designed for supervisory and management staff and will teach them the functions and skills of effective coaching for new or newly promoted employees as well as for problem employees. The focus of the course will be ways that coaching can help employees get on the right track, or get back on track, to be successful in their jobs. Participants will have opportunities to review, discuss and apply the ideas and techniques to their own organization.

Objectives:
- Know how optimal performance is driven by the
- alignment of employee performance standards with
- organizational goals;
- Understand the role of coaching in maximizing
- organizational performance;
- Recognize the purpose and benefits of coaching
- to assist employees with new job responsibilities
- or to correct performance problems;
- Have specific coaching skills and methods to use for
- staff development, performance improvement and
- corrective action.

Topics:
- Methods for Aligning Employee Performance Goals with Organizational Goals and Priorities
- The Role of Coaching in Employee Development
- Matching Coaching Techniques with the Needs of the Employee
- Key Coaching Roles and Responsibilities
- Critical Coaching Skills
- The "Spirit" of Coaching
- Communication Skills
- Goal Development Skills
- Problem-solving Skills
- Positive Behavior Reinforcement Skills
- Dealing with Resistance and Non-conformance
- Coaching in Performance Review Meetings
- Coaching in the Disciplinary or Corrective Action Process

Advanced Project Management (2 Day)

Course ID: 128

Overview:
This in-depth workshop covers advanced topics in project management. It is designed to give experienced project managers more skills to successfully manage their projects. Emphasis is placed on stronger definitions of baselines, assessing and managing risk, cost and time estimating, and communication issues.

Objectives:
- Create and use baselines
- Assess and manage risk
- Define measurements
- Troubleshoot
- Use reporting to manage the project outcome
- Effectively run and participate in meetings

Topics:
- Setting up the baseline
- Creating measuring instruments
- Resource management
- Anticipating problem areas
- Setting the plan
- Project control
- Measuring progress
- Reporting status
- Managing meetings
- Software packages

Leadership, Management & Supervisory

Advanced Statistics for Government Business (4 Day)

Course ID: 479

Overview:
Statistics form the basis of most management decisions. A sound understanding of statistics is essential to decision-making. Students will learn statistical concepts and apply those concepts to work real world scenarios designed for operational and business management. In addition, students will learn how to prepare reports and presentations to convey the results of their analysis. This course covers material more in-depth than Course 391.

Objectives:
- Identify the steps necessary for statistical analysis
- Understand where and how to accumulate data to be analyzed
- Understand probabilities
- Be able to analyze data using frequency distributions, regression analysis, and other statistical techniques
- Understand how to document findings
- Be able to portray findings for presentation to management officials

Topics:
- Sources of dates of data
- Organization of data
- Populations versus samples
- Mean, median, mode
- Linear equations
- Method of least squares
- Theory of probability
- Use of standard deviations
- Regression models
- Frequency distributions
- Sigma theory
- Analysis of data
- Risk analysis
- Documentation of results
- Presentation for decision makers

Advanced Supervisory Training (4 Day)

Course ID: 126

Overview:
Students learn how to skillfully work together, build successful organizational relationships and retain skilled professionals for federal jobs. Learn how to operate in today's personnel staffing environment, and develop competencies including: aiding employees in identifying work-related problems and generating solutions. Students learn that employees function more effectively and productively when they are involved in decision making. This class teaches skills based on honesty, creditability, visionary thinking, and inspiration by respecting each other's different communication styles in a diverse organization. Students also learn how and why to involve everybody in an accountability system that keeps people from pointing the finger of blame at others. Third, they learn how to hold themselves to an ethic of government service and respect for others in order to get extraordinary things done through mentorship. Last, students learn how to manage conflict constructively and open the door of communication for all members of the organization through team work.

Objectives:
- Inform, instruct, motivate and persuade others
- Design a career development plan
- Identify responsibilities for smoother relations in a diverse workforce
- Establish and maintain a system for accountability
- Practice the basic laws of ethics
- Select and use an appropriate conflict management style
- Understand team dynamics
- Identify and use a variety of styles of team communication

Topics:
- Smart risk-taking to achieve program goals and objectives; taking risks and gaining trust
- Losing and regaining creditability
- Personal development activities and issues
- Diversity self-assessment
- Maintain and manage a diverse workforce; working toward a new and inclusive model of management
- How self esteem relates to accountability
- Challenge and opportunity for unique expression; building ownership; individual ability
- Mentoring; assessing your mentoring potential with the four phases of the mentoring process
- How to be a positive role model
- Employee matters that affect your job; communication without conflict
- Cooperation with partners; characteristics of an effective team
- Decision making in groups
- Maintaining excellent teams

Alternatives in Dispute Resolution (3 Day)

Course ID: 328

Overview:
There are many ways of getting to "yes." Alternatives in dispute resolution is a process used in lieu of adjudication in the Federal sector to resolve controversial issues using non-adversarial means. Students in this seminar learn the legal and procedural requirements required to find reconciliation between disputing parties. The workshop focuses on devising compromises or refining issues in ways which leads to smooth conflict resolution.

Objectives:
- Define the purpose and advantages of alternatives to dispute resolution
- Identify federal appellate procedures and apply these to disputes
- Be familiar with federal mediation and conciliation services
- Identify the tangible and intangible costs relating to adjudication
- Use effective communication and appropriate steps in managing conflict.
- Recognize common causes of employment disputes
- Understand alternative dispute resolution procedures
- Use innovative solutions to dispute situations
- Demonstrate effective mediation techniques

Topics:
- Legal framework of Alternatives to Dispute Resolution (ADR)
- Standard appellate processes; issues and appeal routes
- Rights & responsibilities; ADR plan of action
- Federal mediation and conciliation services guidance
- Economics of disputes; causes of disputes
- Skills for managing disputes; language of resolution, listening
- Dispute resolutions alternatives; moving toward agreement
- Arbitration, negotiation, mediation, peer review, fact-finding, settlement; consensus for agreements; a meeting of minds
- When to use a mediator; a mediator's role; getting to "yes"

Basic Leadership Skills (2 Day)

Course ID: 163

Overview:
Accomplish more with fewer resources by relying less on others' authority and more on leadership techniques. In this workshop learn to identify your own leadership style and fine-tune it for maximum effectiveness.

Objectives:
- Identify the differences between managing and leading
- Recognize the two factors in leading employees
- Comprehend and use seven leadership power bases
- Understand the four basic styles of leadership
- Guide employees through change
- To employ the factors of "B," "Know," and "Provide" to be a successful leader

Topics:
- Definitions of leadership and management
- Leadership power-bases
- Leadership styles
- Leadership dimensions for customer focus and innovation
- Behavioral dimensions for leading people
- Self-assessment
- Your self-image determines your performance
- Integrity: Essential quality of leadership
- Leading the future organization

Leadership, Management & Supervisory

Basic Management Methods (1 Day)

Course ID: 169

Overview:
As a professional, you must constantly be alert to new ways to improve your skills. Your personal effectiveness has a direct bearing on your effectiveness as a manager in your organization. Increase your management skills by learning new team building, motivating, and planning techniques as well as improved communication methods. Keep pace with the changing times!

Objectives:
- Understand and apply critical management skills
- Develop and implement a team-building strategy
- Put in place a more effective motivational climate
- Employ better problem-solving and decision-making strategies
- Manage people for improved results

Topics:
- The qualities of an effective team
- Basic facets of group dynamics
- Effective teamwork
- Relationship between human needs and motivation
- Constructive motivational work climate
- The communication process
- Major barriers to effective communication habits
- Good communication habits
- Innovation and creativity
- Organizational requirements for innovation
- Systematic six step decision making process
- Methods to identify and resolve obstacles to effective teamwork
- Strategies to use team building
- Three basic approaches to problem solving
- Developing a personal problem solving strategy

Becoming a Person of Influence (1 Day)

Course ID: 334

Overview:
Influence doesn't come automatically, you have to nurture and grow it in stages. To be an effective leader, you have to become a person capable of influencing others. This seminar will show you how to make a positive impact on the work world and how to influence your employees by your modeling and attitudes. It will enhance your vision and enable you to enlarge your boundaries of influence. Being an active person of influence enables you to increase productivity and positively impact the lives of your employees.

Objectives:
- Recognize and use the stages of influence on others
- Model influential behavior
- Become a motivational influencer
- Build confidence and a sense of self worth
- Mentor other people to reach their potential
- Help employees to become positive influencers

Topics:
- Integrity with people
- The relationship between integrity and influence
- Integrity is not for sale–you must earn it
- The link between trust and influence
- Nurturing other people
- The value of listening to generate ideas
- Becoming a believer in people
- Reaping dividends from your influence
- Appreciating differences as well as similarities
- Benefits of influential mentoring
- Tapping into people's passions
- Guiding people through potentially unpleasant situations

Benchmarking for Increased Efficiency (1 Day)

Course ID: 303

Overview:
Benchmarking is the practice of studying and measuring yourself and your organization against other organizations. This activity is indispensable in today's highly competitive workplace. You will learn to quickly find the precise workplace tools needed for the job and how to apply these tools effectively. Benchmarking is a powerful skill that allows you to identify an organization's weaknesses and strengths, anticipate changes, and focus on the work process itself.

Objectives:
- Identify strengths and weaknesses on the organization
- Recognize good benchmarking tools
- Execute benchmarking techniques
- Imitate organizations that excel
- Surpass past performance levels
- Anticipate trends
- Measure benefits and objectives

Topics:
- What is benchmarking?
- Why benchmark?
- World-class standards and practices
- Pinpoint your organization's weaknesses and strengths
- Establish goals and objectives
- Be proactive
- Define customer requirements
- Recognize and adopt the best practices
- Evolution and change
- Low commitment vs. high commitment levels
- Understand options and alternatives
- Sustain superior performance

Building Credibility & Trust (1 Day)

Course ID: 335

Overview:

Do people believe in and look up to you? The greater your credibility, the greater your sphere of influence. This workshop teaches leadership skills based on honesty, competency, visionary thinking, and inspiration. These are the skills that earn credibility, allowing you to achieve peak results through others. Learn how credibility is the essence of effective leadership, and how enhancing your credibility will help you excel.

Objectives:
- Develop and sustain a capacity for credibility
- Earn the support of employees by practicing the critical skills of credibility
- Benefit from insights and uses of credibility concepts
- Use credibility to move to the next level of excelling in the workplace
- Understand the fundamental importance of credibility to foster confidence
- Hold to an ethic of service and respect to get extraordinary things done

Topics:
- Respect, trust, confidence and the importance in building credibility
- Why credibility is important
- Leadership is a relationship
- Taking risks and gaining trust
- Creating a cooperative, proud work environment
- Building competence
- Promoting communication and feedback
- Fostering mutual responsibility
- Losing and regaining credibility
- Demonstrating courage of conviction
- Inspiring loyalty

Business Case Analysis (3 Day)

Course ID: 124

Overview:

Business case development and analysis is a tailored process, and can range across multiple potential strategies that vary in scope, mix of public/private support sources, and use of performance or non-performance-based support arrangements. Each DoD component has established guidance and structure directing how business case development will be accomplished. The scope of a product support investment decision substantiated by the business case can range from a complete system-of-systems, to that of individual sub-system components. Likewise, each DoD Component has established ownership and structure of how business case development and analysis are conducted to support their investment decisions. This course reviews the objectives, resources, team members, process, tools, funding, and life cycle analysis. Based on policy and guidance regarding Business Case Analysis, participants learn to recognize the appropriate use of BCAs to identify, develop, and support system "best value" product support strategies.

Objectives:
- Identify the primary purpose of BCAs
- Interpret BCA content focus
- Define BCA application
- Interpret the meaning of 'best value' analysis in BCAs
- Identify DoD BCA policy and guidance
- Understand the process to prepare a BCA
- Identify the BCA structure and format
- Identify the standard methodologies for cost estimating and for analyzing subjective criteria
- Understand Sensitivity Analysis and Risk Assessment
- Understand the relationship between BCAs and Performance-Based Logistics (PBL)
- Understand the intent of using BCAs to identify performance-based product support strategies

Topics:
- Business Case Analysis (BCA) Overview
- Policies and Guidance Affecting BCA
- BCA as an Appropriate Tool for Product Support Selection
- Scoping the BCA
- Business Case Development Metrics and Functional Performance
- Business Case Development Tools
- Introduction to the Business Case Life Cycle
- Establishing Baseline Business Needs and Strategic Business Goals
- Assessing Current State
- Defining the Future State
- Identifying Alternatives
- Evaluating Alternatives
- Cost Analysis
- Benefits Analysis
- Financial Analysis
- Risk Analysis
- Sensitivity Analysis
- Comparing and Analyzing Alternatives
- Selecting Best Value Alternative
- Outlining the Implementation Strategy Communicating
- Communicating the BCA Conclusions and Recommendations

Leadership, Management & Supervisory

Can't Make Up Your Mind? (1 Day)

Course ID: 189

Overview:
Every day we are bombarded by many choices, often under high-stress conditions. All of these choices demand a decision–now! Without solid decision making skills, you waste valuable time in decision deadlocks. This challenging seminar offers basic strategies for effective decision-making, including the "eight steps to good decisions" strategy.

Objectives:
- Understand sources of miscalculation
- Keep an open mind to challenging information
- Search for and evaluate information even when under high conflict
- Handle conflicting opinions
- Overcome the barriers to making quality decisions
- Implement the "eight step" path to quality decisions
- Make a commitment to quality decisions
- Handle post decisional conflicts

Topics:
- Decision-making strategies
- Sources of stress in decision-making
- A model for emergency decision making
- Defensive avoidance and unconscious conflict
- Wishful thinking
- Stages of decision making
- Bolstering tactics
- Deciding what information to seek or avoid
- Fear of the unknown
- Constructive vs. unconstructive procrastination
- Coercive pressure
- Effects of commitment

Civilian Personnel Management Course (CPMC) (2 Day)

Course ID: 468

Overview:
This course is designed to provide military and civilian first-level supervisors with background information and an understanding of applicable personnel laws and regulations needed to effectively carry out their responsibilities as supervisor of civilian personnel.

Objectives:
- Contribute to employee development
- Effectively manage civilian personnel
- Recruit and retain quality civilian employees

Topics:
- Employee Development (Training)
- Official personnel records
- Position Management and Classification
- Procedures Recruitment, Retention Incentives, and Special Programs
- Recognition and Award Programs

Civilians Supervising Military (1, 2 Day)

Course ID: 116

Overview:
This interactive workshop is designed for civilians who supervise military personnel. Students gain a greater understanding of general schedule and officer-grade equivalents, combined with the nuances of supervising a combined civilian and military workforce. Students learn expert tips on how to handle conflicts between the civilian and military ranks. This workshop is branch-specific and will be tailored to either the army and air force branches or to the navy and marine.

Objectives:
- Recognize perceptual and real differences in the workplace
- Appreciate civilian and military value differences
- Understand divergent goals in a combined workforce
- Resolve conflicts do to different role pressures
- Overcome status conflicts

Topics:
- Leadership challenges
- Supervising groups
- Values, attitudes and perceptions
- Individual motivations and goals
- Investments in careers
- Roles and responsibilities
- Delegation and empowerment
- Biases and prejudices
- Disciplines and terminations
- Job commitments
- Annual evaluations and impacts on careers
- Ethics and integrity
- Teamwork
- Professional Etiquette: civilian/military

Leadership, Management & Supervisory

Civilians Supervising and Working with Military Personnel (2, 3 Day)

Course ID: 396

Overview:
This high-impact seminar is designed for civilians who supervise and work with military personnel. Through greater understanding of general service and officer-grade equivalents, you will learn the nuances of supervising and working with a combined civilian and military workforce. Students further learn how to handle conflict between the civilian and military ranks.

Objectives:
- Understand civilian and military workforce differences
- Appreciate civilian and military value differences
- Overcome status conflicts
- Work through civilian and military workplace conflict
- Recognize perceptual and real differences in the workplace
- Distinguish the different motivations of civilian and military workers
- Understand divergent goals in a combined workforce
- Recognize the "different" work weeks and understand compensation based on "over-time" vs. duty-time"
- Increase effective communication between civilian and military lines of authority

Topics:
- Problem ID and perception differences
- Barriers to communication between individuals
- Analyzing and resolving team problems
- Civilian code of ethics vs. military code of ethics
- Authority leadership vs. influence leadership
- Civilian and military leadership
- Civilian and workplace differences
- Building cooperation: how everyone can win at work
- Dealing with discriminations
- Differences in the way civilians and military are supervised
- Disciplines between civilians and military
- Chains of command
- Getting commitment for workplace improvement
- Counseling and coaching methods
- Causes of organizational conflict and solutions
- Positive feedback
- Foreign nationals
- Different career programs for civilians and military

Coaching & Counseling (2 Day)

Course ID: 117

Overview:
Everyone knows that coaches are important in team sports, but not as many people understand the importance of coaching and counseling in the workplace. Coaches inspire others to work at their optimal level and go that extra mile. Counselors use unique skills to correct employee problems. Participants in this workshop will help you learn how to bring your employees to new heights of productivity and to build responsible self-starters who work harder and enjoy doing it!

Objectives:
- Understand personal management styles
- Make feedback work for them
- Motivate others to increase commitment
- Overcome coaching obstacles
- Improve counseling techniques
- Create team pride
- Develop the highest expectations in others
- Translate high expectations into superior performance

Topics:
- Effective and ineffective coaches and counselors
- The counselor's and coach's models
- The coach's role
- Building relationships and motivating employees
- Counseling and disciplining skills
- Expecting and getting the best
- Giving and getting feedback
- Goal setting with employees
- Praising and rewarding
- Recognizing burnout
- Integrating new employees
- Developing employee's personal growth
- Preparing employees for new challenges

Leadership, Management & Supervisory

Coaching for Improved Performance (1 Day)

Course ID: 313

Overview:
This introductory coaching course is intended for any manager or supervisor who is responsible for providing ongoing coaching and support to employees. Students will develop several competencies, including coaching skill development, on-the-job performance coaching, coaching new employees in learning a new skill or procedure, and aiding employees in identifying problems and generating solutions.

Objectives:
- Identify an employee's need for instruction and direction
- Help an employee adjust to change using the correct coaching technique
- Coach an employee who is resisting receiving help
- Ascertain when an employee needs coaching to improve performance
- Determine when an employee needs coaching
- Direct their coaching techniques to specific situations
- Examine how personalities affect one's coaching style

Topics:
- Coaching is not counseling
- Common practices of coaches
- Characteristics of good coaches
- Honey works better than vinegar
- Roles of the coach
- Coaching skills and behaviors
- Conditions for effective coaching
- Barriers to effective coaching
- Processes involved in coaching
- Influencing and helping
- Sequential phases of coaching
- Helpful behaviors vs. hindering behaviors
- Questioning techniques

Collect Data, Measure & Develop Tactics for Organiz. Improv. (1 Day)

Course ID: 304

Overview:
Continuous improvement is necessary for any organization to retain a competitive edge. This seminar teaches how to measure the improvements that are taking place in the organization, and it provides a model for measuring performance improvement. Managers, team leaders, supervisors and team members will learn how to assess the effects of improvement measures.

Objectives:
- Identify and assess existing measurement strategies
- Develop a system to measure improvement efforts
- Identify key organizational benefits
- Design organization key areas, key indicators and performance targets
- Measure and verify organizational improvement efforts
- Anticipate changes and challenges
- Communicate "needs" vs. "wants"

Topics:
- Why measure?
- Features of excellent measurement systems
- Measurement linkage model
- Develop KRAs, KIs, and Performance "Targets"
- Communicate direction
- Your organization's vision and mission
- Develop work-group key indicators
- Data collection tips
- Baseline data
- Reality checking
- Tactics for process improvement
- Implement plans, monitor performance and provide feedback

Conflict Management (2 Day)

Course ID: 170

Overview:
Conflict is inevitable in any organization, but unless it is properly managed, it can be destructive and costly. Rapid changes in today's workplace have caused an increase in conflicts. As organizations downsize, competition and tension increase. In this information-packed workshop you will learn how to manage conflict constructively and open the doors of communication for all members of the organization.

Objectives:
- Understand why people resist change
- Appreciate the impact of change on individuals and organizations
- Pinpoint ways of coping with and managing change
- Resolve conflicts using proven strategies
- Select an appropriate conflict-management style
- Improve communication skills for better conflict management

Topics:
- Negotiating to win
- Coping with conflict
- Conflict management styles
- Causes of organizational conflict
- Conflict resolution effectiveness
- Steps of negotiation
- Assertively managing conflict
- Intrapersonal conflict resolution
- Fighting fair
- Effective confrontation
- Communicating without conflict
- How to give reprimands/ complements

Counseling for Difficult Situations (1 Day)

Course ID: 118

Overview:
Counseling employees can be very difficult for managers and supervisors when the "news" is not good. For example, no manager likes to deliver news of a reduction in force, or reprimand an employee for poor performance. Yet there are proven techniques for making these tough communications easier for everybody concerned. This workshop teaches strategies for handling such events. Focus is on listening actively, improving communication, and on maintaining emotional control during difficult counseling sessions.

Objectives:
- Discuss the dual role of the supervisor/counselor
- Recognize types of situations when counseling is needed
- Employ "active listening" and other communication-facilitating techniques
- Emphasize the positive in any communication
- Control the emotional climate
- Keep a counseling interview moving toward its objective

Topics:
- Analysis of communications
- Basics of interpersonal communications
- The dual role of manager/counselor
- Personal leadership
- Organizational leadership
- What builds employee commitment
- Motivation and morale
- Emotional attitudes and their relationship to the coaching process
- Reinforcing positive behavior
- Techniques to motivate others
- Handling minor disciplinary problems
- Analysis of assertive/nonassertive and aggressive behavior
- Questioning techniques
- Directive and non-directive counseling

Courageous Leaderhip (1 Day)

Course ID: 336

Overview:
Today's leaders must be proactive people who can build workplace courage and adjust to rapid changes by modeling courageous behavior. Successful leaders influence the future of their organizations by seeing what needs to be done, by inspiring others to reach new heights, and by creating an environment where people feel safe taking chances. Build these essential leadership skills by setting a foundation for being courageous, teaching others the value of being courageous, by developing "courage" skills in others, and reducing the fear of workplace failure.

Objectives:
- Understand what constitutes courageous leadership
- Confidently adjust to ever-changing environments
- Encourage others to take calculated-workplace risks
- Enthusiastically accept the value of courage in the workplace
- Motivate and encourage others to step up to self-assured leadership
- Transform employees into high-trust, high-performance employees
- Create and sustain one's trust, creditability and integrity
- Inspire others to courageously take on new challenges

Topics:
- The 3 T's of being courageous
- What is leadership?
- Profiles in leadership: Step Up
- Personal leadership inventory
- Your organization's culture, and how it affects leadership
- Build courageous leadership skills by setting brave goals
- Cycles of mistrust
- The high cost of fear and worry due to lost credibility
- Smart moves for fighting fear and worry in the workplace
- Encourage others to excel
- Use feedback for courageous commitment
- It's all about courageous choice

Delegation and Supervision (1 Day)

Course ID: 127

Overview:
If you find yourself saying, "I have too much to do and not enough time to do it," then you will benefit from improving your delegation skills. Why do you think you have to do everything? How can you change this attitude? Focus is on the benefits of successful delegation, and how to distinguish between tasks that can be delegated and those that can't. You will improve your organization's productivity and enjoy life more by seeing that the right people do the right job at the right time!

Objectives:
- Understand the importance of delegation
- Recognize what tasks can/should be delegated
- Examine why people avoid delegation
- Know how delegating work will improve productivity
- Demonstrate successful two-way communication
- Use leadership styles appropriate for successful delegation

Topics:
- Definitions and key elements of delegation
- One-way/two-way communication
- A new way to develop talent
- Four fundamental delegation issues
- Advantages of delegation
- Perceived disadvantages of delegation
- Deciding when to delegate
- Identifying tasks that can be delegated
- Dynamics of delegation and supervision
- Limitations and barriers to delegation
- Task/relationship implication for delegation
- The fine art of successful delegation

Developing a Work Breakdown Structure (WBS) (1 Day)

Course ID: 446

Overview:
The WBS is the keystone to any successful project; however, there are limited references to assist project managers in developing a solid WBS. This course is designed to provide a solid foundation for the development of a practical WBS to assist project managers in identifying deliverables, identifying major milestones, developing realistic schedules, and accurately estimating resource requirements.

Objectives:
- Understand WBS Concepts
- Understand the role of the WBS in pricing and estimating; assignment of responsibility, project control and reporting
- Identify benefits and common WBS errors
- Identify the various types of WBS approaches
- Develop a WBS
- Identify software tools for WBS development

Topics:
- Project Planning
- The WBS concept
- Benefits of using a WBS
- Structuring the WBS
- Levels of the WBS
- Different approaches to WBS construction
- WBS considerations
- Common errors
- WBS Dictionary
- Software Tools for WBS Development

Developing an Effective 360° Feedback System (1 Day)

Course ID: 179

Overview:
A new technique that is becoming increasingly popular within organizations is the use of 360° feedback: providing employees with performance feedback from multiple sources. Many organizations choose to design their own program, thus making the system more reflective of the organization's true values and culture. This sure-fire seminar is designed for people from the same organization who want to design and implement a specific 360° feedback program that is uniquely their own.

Objectives:
- Develop an implementation strategy for the process
- Identify the important issues or decision points in designing an effective 360° process
- Construct a preliminary design for an effective 360° feedback process appropriate to your organization
- Define the cultural factors indicating organizational readiness, understand the importance of these factors, and identify the factors in your organization

Topics:
- Setting the stage
- Goals for your 360° process
- Learning the issues
- Organizational cultural factors
- Constructing the instrument
- Program design
- What employees want to know
- Communicating the new program
- Obstacles; planning to finish

Dynamic Communications for Government Leaders (1 Day)

Course ID: 263

Overview:
As a government leader, do you ever wish you could communicate more effectively with others at every level? Perhaps you're having trouble getting through to an employee? Or maybe you need to improve your communication skills in order to build confidence? If so, you will see immediate benefits from this results- oriented seminar. You will learn how to get to the root of communication problems by improving your listening, speaking and critical-analysis skills and get your messages across with maximum impact, clarity and effectiveness. A must for every successful government leader!

Objectives:
- Find the miscommunication on the content and emotional level
- Understand the nuances of the communication process in a government organization
- Listen more effectively in challenging situations
- Analyze what others are saying
- Interpret speech styles and nonverbal communication
- Convey what you mean in a non-threatening manner
- Face difficult communications with confidence
- Communicate forcefully, tactfully, and persuasively
- Improve employee performance through positive feedback

Topics:
- Communicator self-rating scale
- How people communicate
- Government leaders must communicate with confidence
- Motives, feelings, intentions, attitudes, and expectations
- Causes of miscommunication
- How emotional and physical states affect communications
- Listening skills and techniques
- Responding to negative and positive situations
- Say "no" without feeling guilty
- Meanings in "disguised" speech
- Blocking vs. facilitating communication
- Persuasively say what you mean
- Feedback traps
- Obtain required results

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Elements of Analysis (3 Day)

Course ID: 411

Overview:
You've been tasked with providing management with an analysis of your program's problems and proposed solutions. What are the key steps you must take? This intensive workshop is designed to teach you the organizational methods, processes, and procedures employed by analysts. It takes you step-by-step through the procedures necessary to produce a well-researched and readable report.

Objectives:
- Understand basic management and program analysis theories
- Identify and define organizational problems
- Propose workable and effective solutions to organizational problems
- Conduct valid research
- Present researched data to management
- Write a report in a technical, systematic format

Topics:
- Understanding analysis theories
- Identifying potential causes of problems
- Determining the most likely cause
- Identifying possible solutions
- Choosing the most probable and cost-effective solution(s)
- Research techniques
- Collecting only relevant data
- Tips for technical writing
- Selecting the report format

Emotional Intelligence - Advanced Level (2 Day)

Course ID: 292

Overview:
In today's fast-paced, forward-thinking workplace, supervisors as well as staff are finding their work relationships suffering due to low, or lack of, emotional intelligence. Without the appropriate focus, their behaviors may become counter-productive. Participants learn how to maintain self-discipline and improve their emotional intelligence through self-awareness, self-regulation, self-motivation and self-control. Also, supervisors and leaders learn proven approaches and best practices for determining, understanding, elevating, and sustaining their organization's emotional intelligence.

Objectives:
- Identify the effects and consequences of emotions
- Develop appropriate ways of handling emotions
- Give and receive constructive criticism
- Manage emotional "triggers"
- Build stronger performing teams
- Initiate new intra and interpersonal skills/habits
- Communicate non-defensively and effectively
- Coach others on emotional intelligence
- Improve workforce collaboration

Topics:
- Tuning in to your emotional states
- Recognizing and responding appropriately to the emotions of others
- Accepting responsibility for your own emotional responses
- Understanding IQ versus EQ strengths and weaknesses
- Establishing effective relationships
- Connecting work goals with personal values
- Recognizing that authentic teamwork necessitates productive relationships
- Understanding that effective relationships demand emotional intelligence
- Elevating performance and mission requirements
- Leveraging diversity, talent, and the organizational culture

Executive Writing (2 Day)

Course ID: 389

Overview:
This course provides the experienced writer with the knowledge to organize information effectively, convey it accurately, and develop ideas using a logical framework. Students learn how to get the desired response from their readers by using the latest language-skill techniques and how to organize material for various types of writing. This workshop is course-specific tailored for each of the various branches of government: Air Force, Army, Marines, Navy, including the Department of Defense.

Objectives:
- Write to express not impress
- Organize thoughts into written form
- Use computer software to help with spelling, punctuation, and grammar
- Compose concisely and precisely using government branch-specific manuals
- Seven most common faults of reports of report writing
- Organize a report so that its purpose and recommendations are perfectly clear to the reader
- Recognize the importance of style in technical writing
- Write in descriptive, narrative, analytical, or argumentative forms
- Apply the three-sweep editing technique

Topics:
- Parts of speech review
- Paragraph structuring/organization
- Powerful verbs
- Gunning Fog Index
- Parallelism and styles of writing
- "Nountown" and good grammar
- Preposition pairings
- Sloppy writing reveals a sloppy mind
- Organizing report data
- Topic outlining
- Different types and formats of reports
- Layouts and formats of technical writing
- Using graphs, charts, tables, drawings, photographs, and other graphics
- Editing for clarity, brevity, and image

Federal Protocol
(2 or 3 Day)

Course ID: 232

Overview:
This workshop teaches military (Army, Marine, Navy, and Air Force) service-specific protocol and etiquette. This 2 or 3 day course provides participants with the basic application of doctrinal federal (government and military) protocol tactics, techniques, and procedures.

Objectives:
- Apply proper etiquette in a professional and social environment
- Participate in formal events without committing a faux pas
- Execute proper protocol during official ceremonies
- Grasp and communicate military time honored tradition

Topics:
- Protocol Overview
- Protocol Officer Skill-set
- Escort Officer Skill-set
- Etiquette Overview
    Office and Cubicle
    Telephone and Cell Phone
    Business Cards
    Introductions
- Flag Etiquette
- Precedence
- Customs
- Courtesies
- Tradition
- Official Functions
    Dining In and Out
    Formal Meals
    Receiving Lines
    Invitations
- Official Ceremonies
    Award
    Promotion
    Reenlistment
    Change of Command
    Retirements

Fundamentals of Intelligence Analysis
(5 Day)

Course ID: 139

Overview:
This course is designed to introduce new law enforcement, intelligence, or business intelligence analysts to gain a broad understanding of strategic intelligence. Students are introduced to all phases of the intelligence cycle from requirements to reporting with an emphasis on supporting leadership decision making. Course material describes the process of intelligence analysis; the role of the analyst; and analysis tools for preparation of assessments based on collection, correlation, and analysis of intelligence data.

Objectives:
- Identify the purposes of intelligence
- Utilize intelligence requirements development
- Identify the legal and regulatory environment of intelligence
- Identify various intelligence analysis techniques
- Intelligence reporting guidelines

Topics
- The Intelligence Cycle
- Introduction to the National Intelligence Community
- The Uses of Intelligence - Criminal, Strategic, Geopolitical, Biographic, Economic, Scientific & Technical Intelligence and Counterintelligence
- The Legal & Regulatory Environment of Intelligence
- Disciplines; Imagery, Geospatial, Signals, Human, Measurement and Signature Intelligence
- Defining Intelligence Requirements - Ad Hoc and Standing Requirements
- Collections Management
- Qualitative Analysis Methods - Chronological, and Spatial
- Quantitative Analysis Methods - Statistical Modeling and Monte Carlo Analysis
- Counter-deception Analysis
- Intelligence Reporting - Raw and finished intelligence production

High-Performing Teams
(2 Day)

Course ID: 485

Overview:
In this "Pay-for-Performance" culture, knowledge-based organizations must rely on high performance and synergistic teamwork more than ever before. When teams become collaborative and synergistic, their achievements are greater than those of individual members. To create synergy, team members must move from a place of independence to one of interdependence. This interactive workshop provides participants with high-potential tools to quickly build high-performance teams.

Objectives:
- Implement synergistic team-building strategies
- Apply the 10 principals of active listening for overcoming miscommunications
- Increase trust between team members
- Jump start a team's creativity and motivation
- Overcome blocks to problem solving
- Define problems in alternative ways
- Employ creative techniques to generate problem solutions
- Remove barriers to making quality decisions
- Constructively manage conflict and disagreements among team members
- Create a more collaborative and productive team relationship

Topics:
- What members bring to foster a climate of teamwork
- Interdependence, independence, dependence
- Creating team synergy
- Get the correct message the first time, every time
- Identify personal listening deficits
- Inspiring others through communication
- Qualities of a dynamic work environment
- Building trust in professional relationships
- Trust, common goals, and open communication
- Do you really have a problem?
- Isolating the facts, defining the problem, and locating the cause
- Ten ways to generate solutions
- Evaluating those solutions and making decisions
- Managing inter- and intrapersonal conflict during the decision-making process
- Maintaining a more collaborative, synergistic, and high-performing team relationship

Interviewing Techniques for Managers
(1 Day)

Course ID: 160

Overview:
Hiring the right person makes you look good! But selecting the best person for a job or promotion based on an interview can be a difficult task. This seminar is designed to help ease the interview process by teaching you how to conduct the most effective possible interview with a candidate. Learn the latest skills for structuring, managing, and evaluating interviews. Then select the right person for the job every time!

Objectives:
- Differentiate the basic types of interview questions
- Anticipate and deal with problems in interviewing
- Encourage interviewees to talk freely and comfortably
- Evaluate what you hear and see during the interview
- Conduct objective interviews
- Develop new strategies for structuring interviews

Topics:
- Interviewing as a communication process
- Barriers to interpersonal communication
- Rationale for interviewing
- The interviewer's/interviewee's goals and roles
- Non-directed interviews
- Directed interviews
- Patterned or structured interviews
- Group interviews
- Serial interviews
- How to avoid prejudgments
- Understanding body language
- The interviewer's "don't" list
- The interviewing evaluation form
- Choosing the "right" person

Introduction to Lean Six Sigma (1 or 2 Day)

Course ID: 249

Overview:
Organizational leaders and managers face a constant challenge to obtain day-to-day success and sustain that success into the near and distant future. There is a constant stream of "new ideas" of how to get and stay
at the top. This course is ideal for employees, leaders, and managers who want to receive comprehensive training on Six-Sigma methodology and techniques. Six Sigma is a comprehensive and flexible system for achieving, sustaining and maximizing business success. Six Sigma is uniquely driven by a close understanding of customer needs, disciplined use of facts, data and statistical analysis, and diligent attention to managing and improving business processes.

Objectives:
- Apply the fundamental concepts of Lean and Six Sigma
- Develop and use the key steps of the Six Sigma Roadmap
- Communicate and utilize the key elements of the Define, Measure, Analyze, Improve, and Control (DMAIC) improvement model
- Contribute to the improvement of their organizations performance

Topics:
- What is Six Sigma
- Why use Six Sigma
- Six Sigma roadmap
- Six Sigma Strategies
- Benefits of Six Sigma
- Six Sigma Success Stories
- Six Sigma Success Factors
- DMAIC Model
- Improvement Projects
- Goal statements
- Customer and Process
- Principles of measurement
- Sampling & Data Collection Forms
- Process Analysis
- Data Analysis
- Selecting Solutions
- Control Plans

Introduction to Management (2 or 3 Day)

Course ID: 444

Overview:
With all the fast changes and challenges facing organizations today, strong leadership and management are imperative. This two-day course teaches high-performance organizations and employees the value of effective leadership and management skills. As a professional, you must constantly be alert to new ways to improve your skills. Your personal effectiveness has a direct bearing on your effectiveness as a manager in your organization. Increase your management skills by learning nine (9) key management skills.

Objectives:
- Build trust with your direct reports and peers
- Create credibility with the workforce
- Recognize and eliminate performance problems
- Inspire others to reach their potential
- Expand their ability to take risks
- Accept accountability for their actions
- Unleash employee creativity through empowerment
- Develop and implement a team-building strategy
- Employ better decision-making strategies
- Manage people for improved results

Topics:
- Ten Traits for Managers
- Risk Taking
- Decision Process
- Characteristics of Risk Averters and Risk Takers
- Communicating with Employees
- Coaching Process
- Seven Prerequisites for Accountability
- Empowerment Defined
- Who Has the Ball?
- Pygmalion Effect
- People, People, People
- Trust-Orientation Profile
- Trust and Team Development
- Adding Challenge and Motivation to Teams
- Integrity and Credibility for Managers
- Everything You Do Counts
- Management Development Path

Introduction to Supervision (3 Day)

Course ID: 143

Overview:
This in-depth workshop introduces new supervisors to every aspect of their role. Without proper training in the basic skills of supervision, moving from peer to supervisor can result in chaos for the new supervisor, subordinates, and the organization. This workshop assists the new supervisor in coping with and solving these problems. For experienced supervisors, this workshop can serve as a refresher and challenge them to look at how they are doing.

Objectives:
- Understand the importance of human relations in supervision
- Identify leadership and motivation styles
- Handle problem employees
- Motivate employees through coaching/counseling
- Facilitate productive meetings
- Establish team-building techniques
- Delegate responsibilities when appropriate
- Conduct effective employee performance appraisals
- Improve employees' motivation

Topics:
- Managerial functions of supervisors
- Delegating, authority, responsibility
- Disciplinary counseling and coaching
- Performance appraisals (subjective vs. objective)
- Problem solving and decision making
- Giving feedback, recognition and reprimands
- How to give clear orders (saying what you mean)
- Training and the supervisor's role
- Leading meetings and giving presentations
- Work-group dynamics and employee morale
- Long- and short-range goals

Knowledge Management: Putting Ideas into Action (1 Day)

Course ID: 337

Overview:
To increase knowledge management, we must first understand how we learn. This seminar teaches you how to use appropriate strategies to discipline your learning and how to treat information as a valuable asset. Additionally, you will learn how to organize thoughts and ideas for increased concentration and how to become an active self-directed learner. As a result, you will experience increased mental flexibility and skill in managing today's huge pool of information.

Objectives:
- Understand how people learn and the implications of knowledge management
- Organize data more effectively
- Increase memory skills
- Use a variety of learning techniques to become more effective
- Take advantage of knowledge diversity in people
- Link knowledge management to improved performance

Topics:
- Different learning styles
- Content points
- Ideas and information
- Using questions to manage information
- Writing things down
- Organizing ideas
- Using concentration to the max
- Forming accurate mind pictures
- Summarizing conversations
- Memory skills
- Using knowledge management to solve problems

Maintaining a Drug-Free Workplace (1 Day)

Course ID: 212

Overview:
Maintaining a drug-free workplace is good business. Employers who commit to a drug-free workplace have greater productivity and efficiency with fewer problems and fewer work-related accidents. This workshop teaches supervisors, managers and employees how to recognize potential drug users and how to address the problems associated with drug abuse in the workplace.

Objectives:
- Explain the organization's written drug policy
- Discuss the adverse impact of drugs on the workplace
- Know the common drug signs of employee drug use
- Understand destructive workplace and personal consequences
- Locate employee assistance and rehabilitation programs available to workers
- Know what to do when faced with a workplace problem due to drug abuse
- Help maintain a drug-free productive workplace

Topics:
- Historical aspects of drug abuse
- Dependency on illicit or controlled substances in the workplace
- Components of a drug-free workplace program
- Administration and enforcement of drug policies
- Communicate an organization's drug policy to employees
- Prohibited workplace conduct
- Adverse impact of substance abuse in the workplace
- Common signs of employee substance abuse
- How to deal with employees suspected of drug use
- Drug testing for illegal substances
- Alternatives and guidance for employee referral and rehabilitation due to drug abuse
- Other corrective actions

Leadership, Management & Supervisory

Management Analysis: Data Gathering Techniques (3 Day)

Course ID: 433

Overview:
 Many organizations rely on analysts to organize and evaluate their restructuring efforts. Businesses integrating new technologies, seeking efficiency, or expanding internationally will need the skills of management analysts to help with organizational, administrative, and other issues.

This workshop is essential for understanding the various techniques for gathering relevant data for problem identification and developing successful strategies for solving complex organizational problems. You will learn the specific skills and techniques for successful data collection.

Become a Certified Management Analyst:
Earn a Certificate of Accomplishment in Management Analysis by completing the series of five Management Analysis courses. Contact us for more information about the certification process. **This is the fourth course in the series.**

Objectives:
- Develop a testable hypothesis
- Identify data collection sources and techniques
- Define, standardize, and find areas for improvement
- Prevent duplication of work
- Develop a plan for collecting data
- Collect relevant data

Topics:
- Work flow and physical layouts
- Data types
- Choosing the best sources and methods
- Determine the sample size
- Avoiding common pitfalls
- Cause and effect diagramming
- Root cause analysis
- Developing questionnaires
- Interviewing strategies
- Flowcharts

Management Analysis: Designing & Conducting a Study (3 Day)

Course ID: 432

Overview:
Management analysts collect, review, and analyze data; make recommendations; and implement their ideas. Management analysts analyze and propose ways to improve an organization's structure, efficiency, or profits. Management analysts first define the nature and extent of the problem. During this phase, they analyze relevant data, which may include annual revenues, employment, or expenditures, and interview managers and employees while observing their operations. The analyst or consultant then develops solutions to the problem.

In the course of preparing their recommendations, they take into account the nature of the organization, the relationship it has with others in that industry, and its internal organization and culture.

Become a Certified Management Analyst:
Earn a Certificate of Accomplishment in Management Analysis by completing the series of five Management Analysis courses. Contact us for more information about the certification process. **This is the fifth course in the series.**

Objectives:
- Develop and design an effective management analysis project
- Identify the major factors in designing and implementing a successful management analysis project
- Identify clear goals and methods of data collection and analysis
- Clearly communicate information about problems and recommended solutions

Topics:
- Study planning
- Scheduling and charting tools
- Setting goals
- Analytic techniques
- Developing measures of success
- Cost-benefit and cost effectiveness analysis
- Successful presentations

Management Analysis: Overview (2 Day)

Course ID: 431

Overview:
Management analysts analyze and propose ways to improve an organization's structure, efficiency, or profits. Management analysts first define the nature and extent of the problem. During this phase, they analyze relevant data, which may include annual revenues, employment, or expenditures, and interview managers and employees while observing their operations. The analyst then develops solutions to the problem. In the course of preparing their recommendations, they take into account the nature of the organization, the relationship it has with others in that industry, and its internal organization and culture.

This course provides a fundamental understanding of management analysis and its goals.

Become a Certified Management Analyst:
Earn a Certificate of Accomplishment in Management Analysis by completing the series of five Management Analysis courses. Contact us for more information about the certification process. **This is the first course in the series.**

Objectives:
- Understand the role of management analysis
- Identify management analysis techniques
- Understand the goals of management analysis
- Identify study planning, data gathering, and data analysis techniques
- Identify techniques to clearly present your findings to management

Topics:
- Management philosophies
- Management analysis
- Problem identification
- Study planning
- Developing a hypothesis
- Data gathering techniques
- Interpreting and analyzing data
- Identify, select, and report findings

Management Analysis: Planning (3 Day)

Course ID: 392

Overview:
This course provides training for personnel with management analysis responsibilities. Students will learn the fundamentals of planning a project, analysis of project performance, and effective methods of project control including some statistical and risk analysis.

Become a Certified Management Analyst:
Earn a Certificate of Accomplishment in Management Analysis by completing the series of five Management Analysis courses. Contact us for more information about the certification process. **This is the second course in the series.**

Objectives:
- Develop project proposals
- Identify the steps necessary to plan a successful project
- Understand how to analyze the project for management control
- Use decision trees, weighted rankings, etc. for project planning
- Understand various analytical techniques for project control
- Understand scheduling techniques for project planning and control
- Present proposed project for management consideration

Topics:
- Project planning
- Decision models
- Ranking techniques
- Organization structure for project control
- Legal considerations
- Contracting considerations
- Financial considerations
- Project control through analysis
- Risk considerations
- Presentation for decision makers
- Scheduling techniques (Milestones, Gantt Charts, Line of Balance)

Management Analysis: Statistical Review (3 Day)

Course ID: 391

Overview:
This course provides further training for personnel who have some experience in statistics and quantitative business analysis. Students will review statistical concepts and apply those concepts to work real world scenarios designed for operational and business management. In addition, students will learn how to prepare reports and presentations to convey the results of their analysis.

Become a Certified Management Analyst:
Earn a Certificate of Accomplishment in Management Analysis by completing the series of five Management Analysis courses. Contact us for more information about the certification process. **This is the third course in the series.**

Objectives:

- Identify the steps necessary for statistical analysis
- Understand where and how to accumulate data to be analyzed
- Be able to analyze data using frequency distributions, regression analysis, and other statistical techniques
- Understand how to document findings
- Be able to portray findings for presentation to management officials

Topics:
- Sources of dates of data
- Organization of data
- Populations versus samples
- Mean, median, mode
- Linear equations
- Method of least squares
- Theory of probability
- Use of standard deviations
- Regression models
- Frequency distributions
- Sigma theory
- Analysis of data
- Risk analysis
- Documentation of results
- Presentation for decision makers

Management's Responsibilities Under A-123 for Financial (1, 2 Day)

Course ID: 484

Overview:
This course provides an overview of the requirements on management of the new OMB Circular A-123 and is designed for managers to grasp an understanding of the requirements of A-123. Since the issuance of the updated A-123, agency management has been trying to ascertain it's responsibilities to meeting the requirement of the statement of assurance that is required for functioning of the internal controls. The guidance published by OMB is discussed as well as the reporting requirements, documentation requirements and the identification of internal control deficiencies.

Objectives:
- Understand requirements of A-123
- Functioning of agency/department internal control system
- Discuss the hurdles to A-123 referred to as Sarbannes-Oxley for the government
- Describe the types of reporting
- Identify the statues when assessing internal control system
- Interpret the documentation requirements under the circular

Topics:
- Federal Managers Integrity Act
- Management and Accountability
- Reporting requirements at the agency level
- Roles and responsibility of managers
- Review of typical reports to be submitted to OMB
- Review documentation requirement by the agency
- Review the Statement of Assurance required under the circular

Management's Responsibilities Under A-123 for Operations (1, 2 Day)

Course ID: 486

Overview:
This course provides an overview of the requirements on management of OMB Circular A-123 for operational efficiency and effectiveness, as well as security. The class is designed for managers to grasp an understanding of the requirements of A-123. Since the issuance of the updated A-123, agency management has been trying to ascertain it's responsibilities to meeting the requirement of the statement of assurance that is required for functioning of the internal controls. The guidance published by OMB is discussed as well as the reporting requirements, documentation requirements and the identification of internal control deficiencies. While much of the information in the Circular has been focused on internal control over financial reporting, this class addresses operations, security, and compliance controls.

Objectives:
- Understand the requirements of Office of management and Budget (OMB) Circular A-123
- Identify the statues to be addressed when assessing the internal control system
- Understand responsibilities and roles of a manager who is tasked attesting to the functioning of the agency/department internal control system
- Describe the type of reporting that is required under the circular
- Interpret the documentation requirements under the circular

Topics:
- Management Accountability and Controls – OMB Circular A-123
- Roles and Responsibilities of Managers
- Review of typical reports
- Review documentation requirements
- Review the Statement of Assurance required under the circular

Mentoring for Professionals (1 Day)

Course ID: 104

Overview:
What does it mean to be a mentor? Assess your willingness and aptitude to be or not be a mentor and study specific techniques for effective mentoring. In this workshop, you will learn powerful mentoring skills as well as how to work with different mentees expectations. Being a mentor is a big responsibility with a big payoff.

Objectives:
- Understand the roles of mentors
- Assess the political aspects of mentoring
- Analyze the motivational effect
- Understand the Pygmalion effect
- Evaluate your mentoring potential and abilities
- Decide whether you want to be a mentor
- Analyze the mentoring function in terms of the organization's "culture"
- Identify the skills needed to be a mentor
- Pinpoint the important elements in the mentoring relationship
- Coach and counsel mentees effectively

Topics:
- What a mentor is and does
- Making the commitment to be a mentor
- Assessing your mentoring potential
- Drawing on your experience
- Cultivating a special relationship
- Building mutual trust, accountability, and responsibility
- How to be a positive role model
- Four phases of the mentoring process
- Matching the mentor to the mentee
- The ultimate team–mentor and mentee

Mentoring & Protégé Training for an Empowering Organization (2 Day)

Course ID: 123

Overview:
In today's workplace a higher level of expertise is required by all employees even though this is difficult to accomplish. One solution is the implementation of a mentoring program. This workshop teaches how mentors and protégés are matched so that protégés can acquire the skills necessary to achieve their higher job expectations. Students learn a better and smarter way to work while accomplishing more in less time.

Objectives:
- Understand the roles of mentors and protégés
- Understand the processes of mentoring and sponsoring
- Effectively use mentors and sponsors
- Identify people who can mentor
- Embrace and use protégé-coaching advice
- Analyze the motivational effect of organizational empowerment
- Identify skills to be a mentor
- Coach and counsel protégés effectively
- Pinpoint the important elements in the mentoring relationship

Topics:
- Commitment to be a mentor
- Assessing your mentoring potential
- Protégé and mentor expectations
- Mentoring and functions
- Self-Awareness
- Moral and professional support
- Motivational effects
- Setting career development goals
- Cultivating a special relationship
- Building mutual trust, accountability, and responsibility
- How to be a positive role model
- Four phases of the mentoring process
- Matching a mentor to a protégé
- The ultimate team-mentor and protégé
- How to locate and use resources
- Mentor and protégé action planning

Military Personnel Management Course (MPMC) (2 Day)

Course ID: 469

Overview:
This course is designed to enhance and provide the necessary "management tools" to effectively supervise military personnel, while gaining insight and awareness in a variety of areas associated with active duty members.

Objectives:
- Contribute to military personnel development
- Effectively manage military personnel
- Recruit and retain quality military service members

Topics:
- Awards and decorations
- Discipline and standards
- Dress and appearance
- Enlisted Performance Reports (EPRs)
- Leave management program
- Officer Performance Reports (OPRs)
- Performance objectives
- Professional military education and development
- Weight and management program

Military Supervising & Managing Civilians (2 or 3 Day)

Course ID: 427

Overview:
Managing and supervising personnel is never an easy job; however, when one group is governed by a different set of rules and regulations it makes the job even more difficult. This workshop is designed for military who supervise their civilian counterparts. Participants learn how to encourage active cooperation by both career civil servants and military personnel who are working, or may be assigned to work together.

Objectives:
- Analyze civilian and military workforce differences
- Use a different set of motivators
- Evaluate and use the correct kind of discipline
- Communicate more effectively between civilian and military lines of authority
- Manage the work week and compensations of "over-time" vs. "duty-time"
- Appreciate "others" for better communication and understanding
- Overcome biases and prejudices between military and civilians

Topics:
- Self-evaluation
- General service and officer grade equivalents
- Which chain of command?
- Authority vs. influence
- Types of authorized time-off
- Individual motivators
- Investments in careers
- Commander vs. deputy relationships
- Short-term vs. career commitments
- Leave policies
- Basic principles of ethics
- Supervisor responsibilities
- Unions and career protection
- Counseling to improve behavior
- We're different but we can work together
- Pay bands and where employees fit, evaluations and pay increases

Motivating Your Employees (1 Day)

Course ID: 176

Overview:
Why do some people want to work hard and others do not? Chances are their managers' styles have a lot to do with it. This seminar is designed to improve your ability to motivate your employees by learning the latest motivational strategies and techniques. Focus is on meeting the needs of employees, the needs of the organization, and improving morale.

Objectives:
- Understand the symbiotic relationship of morale and motivation
- Develop a more effective motivational climate
- Promote a general climate of trust
- Form a more collaborative relationship with other employees
- Foster a better team spirit
- Know how to use internal motivators

Topics:
- Career satisfaction questionnaire
- First morale then motivation
- Interpreting motivation
- Supporting people who report to you
- Motivational assumptions
- Characteristics of a motivation model
- Psychological states for motivation
- Individual and organizational motivators
- Work values
- What's in it for me?
- Consequences of punishment
- Job characteristics
- How not to set too high standards
- Perfectionism can be deadly
- Morale magic
- Reinforcements
- Participative goal setting

Leadership, Management & Supervisory

Leadership, Management & Supervisory

Myers-Briggs Type Inventory (2 Day)

Course ID: 419

Overview:
One of the most important skills that any of us can possess is the ability to understand what motivates people and influences their behavior. One psychological model that is especially helpful is the Myers-Briggs Type Indicator (MBTI). Based on Jungian psychology, MBTI allows you to gain valuable insights into others by observing a variety of clues relating to their appearance, vocabulary, body language, occupation, education, and interests. This unique system of decoding personalities can give you a powerful advantage in communicating more successfully with all types of people.

Objectives:
- Identify key personality traits in others
- Understand and apply the four components that make up a personality type
- Use this knowledge to communicate with others in the most effective manner
- Recognize natural strengths and potential weaknesses in yourself and others
- Understand the ways people are alike and different
- Value and celebrate the differences in personality types

Topics:
- The four type dimensions and what they tell us
- The sixteen different possible type combinations
- Natural strengths and potential weaknesses of each type
- What's your personality type?
- Be a good detective: using preferences as clues to others
- Putting the system to work
- How to communicate with all types
- How MBTI can help you work more effectively with all people, even those most unlike you

Process Improvement (1 Day)

Course ID: 240

Overview:
The "way we always do things" may be out-of-date and no longer appropriate in today's changing workplace. Process improvement is about finding new and better ways to do things. In this exciting workshop, you will learn to apply the latest concepts and techniques for process improvement, focusing at the individual, team and organizational levels.

Objectives:
- Understand what a "process" is
- Analyze the basic components of processes
- Identify those processes in the team or organization that need improvement
- Solicit input from others for solutions
- Develop and implement effective plans for process improvement

Topics:
- Process model
- Detailing work flow
- The concept of variance
- The concept of value-added/ non-value-added tasks
- A typical process flow
- Functional team review
- Clarification of expectations between functions
- Importance of measurement
- Process improvement summary

Project Management (3 Day)

Course ID: 423

Overview:
The ability to plan, organize, control, and complete projects is vital to nearly everyone, no matter what their responsibilities are. This intermediate level course teaches the skills necessary to complete projects on time, within budget, and with specifications. The techniques presented apply to different aspects of projects. Learn to organize and build strong project teams, create project plans, schedule work activities, assign resources to those activities, establish a reporting system, keep project costs and schedules under control. Integrate these key elements.

Objectives:
- Complete projects on time and within budget using proven tools and strategies
- Create motivated and committed project teams
- Develop and implement sound project teams
- Increase scheduling and estimating accuracy
- Control multiple projects
- Identify significant risk factors
- Make award determinations
- Effectively run and participate in project meetings
- Use reporting to manage the project outcome
- Close out a contract

Topics:
- Why projects fail
- Organizing for success
- Defining the project
- Simplify the scheduling process
- Correcting budget or schedule variances
- The human side of project management
- Making effective team decisions
- Handling multiple projects
- Risk identification
- Risk control
- Procurement planning
- Project management certification
- Case study analysis
- Terminating the project

Project Task Management (1 Day)

Course ID: 458

Overview:
Supervisors, administrative assistants, schedulers, and any personnel with responsibility for completion of assigned task will find this seminar invaluable. It focuses on the skills needed to organize and manage project tasks. These skills are essential to meet deadlines and to carry out routine assignments that involve scheduling, planning, setting appointments, and tasking others. You will learn the parameters used to successfully implement and complete project tasks of all kinds.

Objectives:
- Produce the project task plan, strategy, and standards
- Apply the step-by-step methods to project management software
- Develop a task schedule and organize the project team
- Coordinate the project task, track and monitor final outcome
- Complete the project objective
- Track and monitor the final outcome

Topics:
- The project life cycle
- Project parameters
- Leadership and team building
- Project pitfalls
- Feasibility studies
- Project quality dimension
- Project work breakdown structure
- Planning the time dimension
- Developing Task Charts
- Controlling work in process
- Resolving differences

Protocol for Today's Official Life (1 Day)

Course ID: 344

Overview:
Protocol has been part of human life for thousands of years, dating back as far as Egyptian, Roman, and Grecian times. This workshop teaches modern protocol for the ever-changing and developing official life. Designed for newcomers to official life at any level, this seminar teaches the rules, practices, and policies of protocol. In addition, you will learn the many changes in customs and manners brought about by today's global community.

Objectives:
- Entertain high-ranking officials from various governments
- Participate in formal affairs without committing a faux pas
- Incorporate the set rules of good manners into official life
- Use international courtesy in ceremonies involving governments and nations and their representatives
- Preside over various diplomatic receptions and other duties
- Observe the order of precedence at all government functions

Topics:
- Forms of correspondence
- Diplomatic conduct and terms
- World diplomacy
- Who out-ranks whom
- Precedence of state and local government, and of diplomatic corps
- Titles and forms of addresses
- Calling and calling cards
- Invitations and replies
- Official entertaining and private parties
- Places to entertain
- Table seating arrangements
- Flag etiquette
- Women in official and public life
- Awards and ceremonies
- Handling gate-crashers

Recognizing & Controlling Stress in the Workforce (1 Day)

Course ID: 190

Overview:
Are the employees in your office producing less today than last year? Are people more worried about keeping their jobs than getting their work done? Many people feel stressed out and burned out because of the possibility of losing their jobs, and productivity suffers. This workshop teaches managers and supervisors how to recognize stress symptoms and how to handle the underlying problems.

Objectives:
- Identify stress symptoms
- Recognize burnout symptoms
- Understand the effects of downsizing
- Help employees locate and manage stressors
- Lessen employees' fears
- Deal with anger in others
- Minimize unnecessary stress in the work environment
- Coach others in stress control methods

Topics:
- Recognizing stress–physical and psychological symptoms
- Nonverbal indicators of stress
- Performance symptoms
- Reducing the workload vs. reducing the staff
- Seven major problems of downsizing
- Workforce control
- Organizational stressors
- Individual stressors
- Continuing communications
- Stabilizing the staff
- Stress-coping skills
- Creating contentment
- Coaching from anxiety to success

Risk Analysis *(2 Day)*	*Risk Management* *(2 Day)*	*Risk Projection* *(1 Day)*

Course ID: 308

Overview:
Risk analysis is a technique to identify and assess factors that may jeopardize the success of a organizational goals. These techniques help to define preventive measures to reduce the probability of negative consequences from occurring and identify countermeasures to successfully deal with these constraints when they develop to avert possible negative effects. Participants will acquire expertise in the analysis and measurement of exposures and loss data that is fundamental to risk management.

Objectives:
- Understand the objectives of Risk Management
- Understand the role of Risk Analysis in the Risk
- Management Process
- Identify the purpose and limitations of Quantitative and Quantitative Risk Analysis
- Understand the use of various risk analysis methodologies and their use
- Understand the concept of 'utility' and identify possible sources of risks
- Understand methods for reporting and monitoring risk

Topics:
- Introduction to Analyzing Risk
- Quantitative Risk Analysis
- Risk Analysis Frameworks
- Risk Analysis Methodologies
- Failure Mode and Effects Analysis (FMEA/FMECA)
- Tree Based Techniques
- Cause-Consequence Analysis
- Cost-Benefit Analysis
- Utility Analysis
- Documenting Risk

Course ID: 316

Overview:
All activities involve some element of risk. Being able to identify and plan for risk is a critical part of today's management function. Risk management is a structured approach to managing uncertainty related to a threat, a sequence of human activities including: risk assessment, strategies development to manage risks, and mitigation of risk using managerial resources. Risk management strategies include transferring the risk, avoiding the risk, reducing the negative effect of the risk, and accepting some or all of the consequences of a particular risk.

Objectives:
- Identify the necessity and purpose of risk
- management and compare risks, perils and hazards
- Understand the management and identification of risk
- Identify the methods of risk evaluation and assessment
- Identify risk control measures available to an organization
- Understand why risk elements should be monitored carefully
- Identify the components of a risk management plan

Topics:
- Introduction to Implementing and Monitoring the Risk Management Process
- Risk Management Concepts and their effect on the Organization
- Risk Identification Methods and Logical Classifications
- Risk-Taking Appetite and Ability
- Principles of Risk Management
- Risk Management Process
- Risk Identification & Assessment
- Risk Control Measures
- Create a Risk Management Plan
- Enterprise Risk Management
- Economic Benefits of Risk Management

Course ID: 372

Overview:
Risk-taking. When is it smart strategy and when is it foolhardy? Effective risk-taking involves not only courage, but solid information as well. This dynamic course will help you decide when and how much risk to take for maximum benefits. Effective risk-taking involves the future, change, and choices.

Before you can decide what risks to take during a project, it's important to identify and list as many as possible. Risk projection rates each risk according to the likelihood that the risk is real and the consequences that could occur. Effective risk projection involves estimating the impact of positive and/or negative choices. Probability scales are presented as a helpful tool. Once risks have been weighted by perceived impact on the project, they are prioritized and assessed.

Objectives:
- Identify possible risks
- Categorize risks as to whether they are project, technical, or business risks
- Determine possible and likely consequences of each risk
- Estimate and rate each risk according to the consequences
- Analyze and assess risks
- Effectively make sound decisions
- Manage risks effectively

Topics:
- The three conceptual underpinnings of risk
- The four stages of risk management
- Different ways to categorize risks
- Establishing a scale that reflects the perceived likelihood of risk
- Using probability scales to weight possible consequences
- Estimating the impact of the risk
- Assessing the overall accuracy of the risk projection

Root-Cause Analysis (2 Day)

Course ID: 279

Overview:
If you don't pull up a weed by its roots, it grows back. Similarly, if you have a complex problem, you won't get rid of it by attacking the symptoms. This workshop helps participants identify the source of everyday problems, and eradicate these problems "by the roots." The participant learns specific skills and tools for analyzing root causes.

Objectives:
- Define, standardize, and find areas for improvement
- Resolve problems one step at a time
- Identify potential causes
- Determine the most likely cause
- Identify major process tasks
- Analyze success
- Prevent duplication of work
- Collect only relevant data
- Teamwork effectively to solve problems
- Get to the real root cause of a problem
- Generate possible solutions
- Implement the best solution

Topics:
- Trying to fix errors without knowing the root cause
- Value-added vs. non-value-added tasks
- Brainstorming
- Teamwork to resolving problems
- Troubleshooting
- Cause and effect diagramming
- The "Why?" Analysis
- Pareto charting
- Avoiding common pitfalls to root cause analysis
- Choosing the best solution(s)
- Pulling the problem out by its roots

Sensitivity Training for Managers (1 Day)

Course ID: 230

Overview:
Consider the following scenario: Your organization has been undergoing major changes. As one of the senior managers, you have been closely involved in the planning process. You and the other great minds on your senior management team together have mapped out exactly how these changes will help you meet a strategic goal. The changes are announced . . . and you spend the next week meeting with irate employees. What went wrong? This seminar will help you understand the importance of being sensitive to the basic needs of your employees if you want to effectively implement a strategy of change.

Objectives:
- Understand that people need to be involved
- Determine how much information people need
- Allow time for employees to grieve a loss
- Show compassion and understanding to those who suffer as a result of the change
- Know how to protect employee's privacy when the outcome of the change will result in a real or perceived negative impact on the employee's job

Topics:
- Keeping people informed
- The basics of sensitivity training
- Learning to listen to your employees
- Understanding the normal stages of grief
- Explaining the long-term goal and asking for feedback
- Balancing sensitivity to people's needs with the goals of the organization
- Handling disgruntled employees, lower morale, lower productivity, grievances, and lawsuits

Seven Habits for Highly Effective People (3 Day)

Course ID: 217

Overview:
The Seven Habits are said by some to be easy to understand but not as easy to apply. Don't let the challenge daunt you: The 'Seven Habits' are a remarkable set of inspirational and aspirational standards for anyone who seeks to live a full, purposeful and good life, and are applicable today more than ever, as the business world becomes more attuned to humanist concepts. These values are full of integrity and humanity, and contrast strongly with the process-based ideologies that characterized management thinking in earlier times.

Objectives:
- Explore ways of increasing personal accountability
- Identify fundamental values and principles
- Direct activities toward the achievement of those goals and objectives, including organizational and life balance
- Develop a strategic understanding of the value and process of establishing mutually beneficial solutions
- Provide tools, processes, and skills to create interdependent customer relationships
- Build communication skills that are focused on understanding the needs and perspectives of others
- Work cross-functionally with a deep appreciation of how disparate skills and styles contribute to the success of individuals and organizations
- Understand and apply the process of continuous improvement

Topics:
Habit 1 - be proactive
Habit 2 - begin with the end in mind
Habit 3 - put first things first
Habit 4 - think win-win
Habit 5 - seek first to understand and then to be understood
Habit 6 - synergize
Habit 7 - sharpen the saw

Leadership, Management & Supervisory

Stepping Up to Supervision (1 Day)

Course ID: 202

Overview:
Have you ever thought of becoming a supervisor? Do you really want the responsibility? Are you ready for that extra commitment? This workshop helps you make decisions that will affect the rest of your career. You will learn the basic skills of supervision which in turn will help you make that all-important decision. If you decide to "go with it," you will be ready to take that significant first step into supervision.

Objectives:
- Assess their supervisory potential
- Make decisive career determinations
- Step into supervision without remorse
- Use a variety of new techniques for motivating employees
- Use team building skills to manage supervisory assignments
- Inform, instruct, motivate, and persuade others to improve job performance
- Understand the difference between "doing" a job and "getting" a job done
- Use delegation techniques to complete assignments

Topics:
- Supervisory assessment and inventory
- Decision making
- From peer to supervisor
- Conflict management
- The "yellow brick" path
- Your role as supervisor; supervisor's "cases"
- Kinds of leadership bases; what employees want in a supervisor
- How to motivate others
- Advantages and limitations of delegation
- "Are you demanding or asking me?"
- Team building: the big difference
- Criticizing, coaching, and counseling employees

Strategic Planning (2 Day)

Course ID: 135

Overview:
Take a guided tour through the strategic planning process. This important seminar focuses on analyzing the current organizational situation, laying out long- and short-range objectives, developing implementation plans, and building an effective follow-up control system for the strategic plan. All levels of management must be committed to a strategic plan to ensure the effectiveness of the plan.

Objectives:
- Analyze the dynamic nature of high-performance systems
- Implement the phases of the strategic planning process
- Apply the strategic planning process to your organization
- Develop a workable implementation plan
- Design an effective follow-up monitoring system
- Make a personal commitment to strategic planning
- Work as team members to develop great strategic plans

Topics:
- Introduction to strategic planning
- High-performing systems
- The strategic planning process
- Working together as a team
- Situational analysis: Organizational strengths and weaknesses
- Implementation
- Monitoring plan process
- Renewal
- Evaluation

Stress Management for Professionals (1 Day)

Course ID: 204

Overview:
More than $100 million annually is lost by American business due to the impacts of stress on people. That's a huge price! But solving stress problems can be difficult and costly. Pinpoint the underlying sources of stress in yourself and in your workforce. There are valuable and proven techniques for removing stress when possible, and for handling it when it is not possible to remove it. Learn effective methods to conquer this disabling workplace menace.

Objectives:
- Identify physical and psychological factors that produce stress
- Identify stress symptoms in yourself and in others
- Differentiate between "good stress" and "bad stress"
- Cope with stress more effectively both on and off the job

Topics:
- Recognizing stress-physical, psychological, and performance symptoms
- Organizational stressors
- Individual stressors
- Stress, distress, eustress
- Rate your stress quotient
- Lower your stress level
- Stressful thoughts, fight or flight
- Coping with any stressful situation
- How to say "no"
- Managing anger constructively
- Stress-coping skills; physical and mental

Supervising & Dealing with Unacceptable Behavior (1 Day)

Course ID: 422

Overview:
Are you faced with dealing with people whose behavior is unacceptable in your work environment? They may consistently miss deadlines or not meet goals. They may not get along with others in the work group, or stir up discontent. Or they may be downright hostile and disrespectful. If so, this workshop will show you how to handle such negative behaviors in a positive and effective way. You will learn specific techniques for changing unacceptable behavior into productive cooperation.

Objectives:
- Clearly identify what constitutes the unacceptable behavior
- Document specific instances that identify the behavior pattern
- Understand what motivates a person to behave in a negative manner
- Confront the specific behavior, not the person
- Communicate the negative consequences if the behavior continues
- Outline the positive outcomes of changed behavior
- Measure observable results and react appropriately to them

Topics:
- How to correctly identify the behavior problem
- Communicating effectively when a person is angry, defensive, or apathetic
- Active listening skills
- Giving criticism that gets positive results
- Image-centered vs. problem-centered criticism
- Dealing with anger, your own as well as others'
- Clarifying negative and positive outcomes and consequences
- Keeping your end goal in mind

Systems Thinking (2 Day)

Course ID: 400

Overview:
Today, organizational leaders and managers are faced with important problems and challenges that are complex, involve multiple internal and external actors, and are partly the results of past "fixes" that never removed the problem. Conventional approaches only tackle parts of the problem. Too often, your problem is not really your problem. System thinking provides leaders and managers the ability to raise their levels of thinking and provides effective and efficient solutions to today's complex problems and challenges.

Objectives:
- Define the history, development, and principles of systems thinking
- Understand systems thinking vocabulary
- Know the differences between systems thinking and traditional analysis
- Devise a map of systems thinking, cybernetics, and recognition
- See relationship between a system and its environment
- Understand and evaluate causal diagramming techniques
- See the "big" or "whole" picture
- Identify Archetypes–different systemic situations that cross disciplines
- Understand system dynamics
- Apply work teams and systems thinking
- Develop long-term solutions
- Put systems thinking in action
- Achieve positive results from a systems-thinking approach

Topics:
- Differentiate between traditional analysis and systems thinking
- Understand the value of using systems thinking
- Solving complex problems involving many actors
- Address recurring problems in worse condition because of previous "fixes"
- Take into account decisions that affect the environment
- Identity problems whose solutions are not obvious
- Use systems thinking tools and applications
- Apply new learned leadership and management "tools" and "methods" of handling complex problems and challenges.

Leadership, Management & Supervisory

Team Building (1 Day)

Course ID: 206

Overview:
Effective work groups and teams can make all the difference to an organization's productivity. Teams can significantly increase productivity and innovation and reduce costs. Participants in this workshop learn the practical skills required to develop and maintain an effective work team. Focus is on understanding team dynamics, communications, and problem-solving.

Objectives:
- Understand group dynamics
- Recognize effective team building
- Know the styles of group communication
- Analyze your own communication and leadership styles
- Utilize teams for decision-making and problem-solving
- Employ specific team motivational techniques

Topics:
- What team building is all about
- Group process demystified
- Communication for a smoothly functioning team
- The characteristics of an effective team
- Stages of group development
- Group dynamics
- Team member's roles
- "Task" leadership and "people" leadership
- Problem-solving techniques
- Decision making in groups
- Motivational analysis
- Maintaining excellent teams

Team Facilitator's Training (2 Day)

Course ID: 255

Overview:
When people meet in groups in the business setting, it is easy to lose focus on the purpose of the meeting. People are easily sidetracked, and often the common purpose is not clear to everyone. A group facilitator is essential to help keep groups "on track", but most people lack the skills to facilitate a group because they fear being impolite. Fortunately, you can learn basic facilitation skills through exercises and role-playing. Discover how to focus the group on its purpose, move through topics in a timely manner, keep individuals from changing the focus or monopolizing the meeting, and encourage less talkative people to speak up. People who gain facilitation skills help their organization by dramatically increasing a group's productivity.

Objectives:
- Identify the main focus of any group
- Outline the topics that need to be covered in a meeting
- Accurately project the time needed for a meeting
- Keep the group on-target and moving toward their goal
- Deflect negative people and monopolizers
- Bring shy participants out of their "shell"
- Ensure that the group's purpose is met

Topics:
- Focusing on the issue at hand
- Looking at the group's makeup, size is important
- Timing is everything
- Set up a schedule and keep to it
- "Warming up" the group
- Making sure the group fulfills its purpose
- Don't get sidetracked
- Handling interruptions tactfully
- Know when to end it
- Making your organization's meetings more productive

Team Leadership (1 Day)

Course ID: 252

Overview:
Solid teamwork is essential in today's workplace! It is imperative that the leaders of today and tomorrow know how to develop, coach, and lead teams effectively. In this seminar, you will learn group dynamics, techniques for communicating in large and small groups, and methods for facilitating teams.

Objectives:
- Understand group dynamics
- Recognize how problem solving occurs in groups
- Encourage creativity
- Facilitate open communication
- Work together as a process improvement team

Topics:
- Where we've been, where we are, and where we're going
- Group dynamics and team building
- Constructive vs. destructive conflicts
- Handling personality differences
- Consensus-decision making
- Small group meeting techniques
- Creative problem solving in a group atmosphere
- Setting a positive example
- Team leadership

Technical Project Management (1 Day)

Course ID: 270

Overview:
Technology projects have complex challenges that require project managers to understand various project approaches.

Objectives:
- Understand various project management frameworks, including system development life cycles
- Understand Total Cost of Ownership (TOC) concepts
- Identify key components to technical project planning and tools
- Identify the importance of the Program Evaluation Review Technique (PERT) for time crashing
- Understand the importance of risk management in technology projects
- Identify the importance of Earned Value Management for technical project control

Topics:
- Technology Project Management
- Approaches Project Management Body of Knowledge
- Alternative Approaches Initiating Technical Projects
- Total Cost of Ownership
- Planning Technical Projects Work Breakdown Structure, ICOM/ ICOR Definition
- Schedules- Critical Path Methodology and PERT
- Executing Technical Projects Problem Solving
- Controlling Technical Projects Technology Maturity Levels
- Earned Value Management
- Closing Technology Projects

USAF Supervisors Course (5 Day)

Course ID: 467

Overview:
This course is designed to give new Air Force civilian supervisors an introduction of the fundamental principles and concepts of effective supervision. It encompasses the broader topics of assuming supervisory responsibilities, understanding human behavior and effectively leading people. This course also covers effective communication, time management, planning and delegation, team building, managing workforce diversity, problem solving, conflict resolution, decision making and managing stress.

Objectives:
- Address the issue of managing employee performance
- Communicate clear and effective performance objectives
- Develop a work environment conducive to motivation
- Identify and use proven supervisory techniques and procedures
- Make the transition to a supervisory position

Topics:
- Module 1: Introduction
- Module 2: People Power
- Module 3: Transition to Supervision
- Module 4: Time Management
- Module 5: Effective Communication
- Module 6: Influential Supervisor
- Module 7: High Impact Goal Setting
- Module 8: Performance Expectations
- Module 9: Interpersonal Skills & Human Behavior
- Module 10: Effective Listening
- Module 11: Situational Leadership
- Module 12: Coaching/Counseling
- Module 13: Feedback
- Module 14: Difficult People
- Module 15: Conflict/Negotiations
- Module 16: Delegate for Results
- Module 17: Dealing with Change
- Module 18: Diversity & Leadership
- Module 19: Safe Workplace Environment
- Module 20: Problem Solving & Decision Making
- Module 21: Managing Stress
- Module 22: Effective Training
- Module 23: Building Winning Teams

Visionary Leadership (3 Day)

Course ID: 162

Overview:
This in-depth and inspiring seminar teaches complex leadership skills: team building for the future, communicating the vision of change, embracing interpersonal effectiveness, strategic planning, committing to the highest of ethics, creating and maintaining trust, credibility and integrity. Participants further learn how to increase positive morale by employing accountability and responsibility.

Objectives:
- Recognize the power a leader has
- Understand what constitutes leadership and apply the critical skills needed to be a leader
- Understand the flexibility a leader must possess
- Know how to handle conflict
- Increase interpersonal effectiveness by using 26 key leadership strategies
- Implement superior team building strategies
- Embrace ethical standards of conduct
- Create and maintain employee trust, credibility, and integrity

Topics:
- Leadership behavior
- The ideal leader
- Leadership decision making
- Strategic Planning
- Tips for overcoming obstacles
- "Ought" ethics vs. "Is" ethics
- "Trust" vs. "Mistrust"
- The role of empowerment
- Morale building
- Your three most important leadership tools: integrity, credibility, and respect
- Constructive motivational work climate
- A solid 52 tips for leadership development
- Create the vision that is needed for the future

Working With and Supervising People with Disabilities (1 Day)

Course ID: 218

Overview:
People who manage employees who are differently-abled, face some special challenges. This seminar is designed to help make their jobs easier. Focus is on overcoming stereotypes, dispelling myths, and helping people expand their horizons and reach their maximum potential. The workshop is also for people who are not in supervisory positions, but who want to work more effectively with differently-able people.

Objectives:
- What disabled means to you
- Society's attitudes
- Mind-sets about disabled people
- Overcoming barriers to communication
- Be sensitive but don't patronize
- Reasonable accommodations
- Technological advances for differently-able people
- Respecting differences
- Counseling and coaching techniques
- Handling performance problems
- Expecting excellence from all

Topics:
- Implementing the Americans with Disabilities Act
- The ADA's five core implications
- Who is disabled
- Examples of what employers cannot do
- Complying with the ADA
- The rights of people with disabilities under the ADA
- Interviewing tips
- Guide to etiquette and behavior for working with persons with disabilities

Workplace Violence Detection & Prevention (1 Day)

Course ID: 149

Overview:
Have the people in the U.S. all gone berserk? A recent Washington Post headline reads, "Violent Employees Obsessed With Revenge Are Turning The Workplace Into A Killing Zone." Educate yourself about the causes of workplace violence and the best methods of preventing it. Also learn how to handle crises, and how to recognize "cries for help" among your employees. Minimizing and preventing violence in the workplace is everyone's responsibility.

Objectives:
- Pinpoint early signs of distress
- Differentiate between the four kinds of workplace violence
- Judge the seriousness of an argument or disagreement
- Provide the organization with a profile of the potential perpetrator
- Develop a plan for lessening the threat of workplace violence
- Know how to avert violence

Topics:
- Potential sources of violence
- Warning signs and signals
- Types of violence
- Levels of human needs
- How to recognize stress
- Downsizing and terminations
- Effective communications
- Conflict resolution
- The killer profile
- "I'll be back!"
- Change and its impact on people
- Security and prevention
- Developing a management plan
- Trauma plans
- Crisis interventions

Leadership, Management & Supervisory

Writing and Analytical Tools & Techniques (5 Day)

Course ID: 260

Overview:
In contrast to academic research, intelligence research is constrained by time, limitations of information sources, and uncertainty. Criminal intelligence, national intelligence, counterintelligence, and anti/counter-terrorism research relies on an understanding of the objectives, sources of information, and quality of research projects. This course teaches intelligence researchers basic analytical tools and techniques for writing various intelligence reports unique to high security positions. This course provides intelligence researchers with an introduction to the tools, techniques and procedures for conducting intelligence research and writing.

Objectives:
- Describe the role of intelligence researchers in the United States Intelligence Community
- Determine the most pertinent uses of intelligence
- Recognize the legal and regulatory oversight of Executive Order (EO) 12333 and intelligence concerning U.S. Persons (USPER)
- Explain the Human Intelligence (HUMINT) and Open Source
- Intelligence (OSINT) collection disciplines
- Plan a research project
- Identify the differences between academic and intelligence research
- Apply the concepts of critical thinking
- Recognize which critical thinking and analytic tools/ techniques are appropriate in a situation
- Use critical thinking to identify fallacies in an argument
- Distinguish between qualitative and quantitative analysis
- Explain the concept of counter-deception analysis
- List the purpose and function of a Threat Assessment
- Identify indicators
- Describe the components of an intelligence report

Topics:
- The Uses of Intelligence
- The Legal & Regulatory Environment of Intelligence
- Intelligence Collection
- Disciplines Planning and Conducting a Research Project
- Critical Thinking
- Intelligence Analysis and Reporting

Writing Performance Objectives (1 Day)

Course ID: 430

Overview:
In many organizations, people are asked to write performance objectives; for themselves and for others, as part of their agency's performance planning and appraisal process. For some, this is a new experience. For many, it is a difficult one. This seminar elaborates upon the qualities of good performance objectives and the process of writing them. It is concerned with how objectives are derived (i.e., their content) and how they are specified (i.e., their form). This seminar is for people who are writing performance objectives for the first time and for those who, although they might have done so before, find the task a difficult one. The goal of this seminar is to help make the task of writing work objectives easier and more productive.

Objectives:
- Identify goals and objectives
- Correctly determine proper performance objectives
- Efficiently write performance objectives
- Ensure that performance objectives are clear, concise, and measurable
- Ensure that the performance objectives align with organizational goals

Topics:
- Organizational goals
- Organizational objectives
- Organization mission
- Clear and concise
- Measurable
- Realistic
- Relative and absolute
- Workload
- Volume
- Productivity

Leadership, Management & Supervisory

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