

# Acquisition & Program, Project, & Portfolio (P3) Course Catalog

DELIVERING THE TOOLS  
YOU WANT AND NEED TO  
EXCEL PROFESSIONALLY



**TECHNICAL  
MANAGEMENT  
SERVICES**



Stacey Kruse  
(303) 841-7541  
stacey@tmsworkshop.com  
www.TMSworkshops.com

# THE TMS APPROACH & PHILOSOPHY



**Client Satisfaction:**  
**98.7% in Customer**  
**Satisfaction Rating in**  
**all FY24!**



## **Quality Training**

Cutting-edge interactive training by certified, award-winning instructors, using innovative adult learning techniques and covering the latest government workforce trends.

## **Dynamic Instruction**

Each class is designed to provide high interaction, engaging exercises and real-life scenarios to energize and motivate students.



## **Personalized Learning**

Tailored classroom objectives to match each participant's personal goals.

## **Ongoing Support**

Each student receives an online toolkit with checklists, guidelines, & many more resources.



## **OPM ECQ- Focused**

TMS courses align with OPM's Executive Core Qualifications and government-focused mission objectives.

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# Artificial Intelligence in the Federal Workplace: Understanding AI and its Impact on Federal Work

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This one-day training event is designed for federal employees and managers to grasp the fundamentals and implications of Artificial Intelligence (AI) in the context of federal operations. Participants will engage in a series of lectures, interactive sessions, and discussions focusing on how AI technologies are reshaping job roles, transforming federal operations, and the necessary pathways to integrate AI into federal programs effectively. This event aims to equip federal workers with the knowledge to navigate the evolving landscape of AI, fostering innovation, and enhancing operational efficiency within their respective agencies.

## Learning Objectives & Topics Covered in this Workshop:

- **Introductions and Administrative Matters**
  - Introduction to the day's objectives
- **AI and the Future of Work**
  - The impact of AI on the workforce and workplace
  - Interactive discussion: real-world examples of AI transforming federal job roles
- **Generative AI-based Transformation**
  - Introduction to generative AI and its capabilities
  - Group activity: identifying opportunities for generative AI in participants' agencies
- **Pathways to a Federal AI Program (Part 1)**
  - Basic needed for AI - Introduction to Python and AI tools
  - Overview of Federal AI Policy and its implications
- **Pathways to a Federal AI Program (Part 2)**
  - Big Ideas in AI and their relevance to federal missions
  - Interactive session: developing a roadmap for AI integration in your agency
- **The Road Ahead**
  - Group reflection: sharing insights and action plans
  - Closing remarks: emphasizing continuous learning and adaptation in the AI era

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:**

**Advanced Preparation:**

**NASBA Program Level:**

**NASBA Field of Study:**

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Artificial Intelligence (AI) Primer for the Federal Acquisition Workforce

*A 6-Hour Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This 6-hour course is specifically designed for members of the federal acquisition workforce who are interested in leveraging Artificial Intelligence (AI) to revolutionize procurement processes and tasks. The course offers an in-depth look at how AI can enhance efficiency and improve outcomes within the federal acquisition landscape. Through expert-led lectures, case studies, and interactive discussions, participants will explore strategic approaches to integrating AI into procurement processes, understand best practices for AI adoption, and examine real-world applications of AI that are relevant to federal acquisition professionals.

## Learning Objectives & Topics Covered in this Workshop:

- **Leveraging AI in the Federal Procurement**
  - Exploring AI tools and technologies to enhance procurement efficiency
  - AI integration in federal procurement
- **Best Practices for AI Integration in Federal Acquisition**
  - Key considerations and strategies for successful AI adoption in procurement processes
  - Identifying opportunities for AI application within participants' own agencies and processes
- **AI Applications for Federal Acquisition Professionals**
  - Hands-on demonstration and walk through of AI tools and software applicable to the acquisition process
  - Group activity: Innovative AI uses in participants' specific areas of work
- **Developing an AI Implementation Plan for Acquisition Processes**
  - Guided session: Creating a roadmap for AI integration tailored to the needs of the federal acquisition workforce
  - Sharing insights, challenges, and action plans for leveraging AI in procurement

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 6.0

**CEU Credits:** 0.6

**Suggested Program**

**Prerequisites:**

**Advanced Preparation:**

**NASBA Program Level:**

**NASBA Field of Study:**

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Governance, Ethics, and Management of AI in the Federal Workplace

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This intensive one-day course is tailored for federal employees and managers to explore the critical aspects of AI governance, ethics, risk management, and practical application within the federal government. Through expert-led sessions, case studies, and interactive workshops, participants will delve into the policies and frameworks that ensure the ethical use of AI, understand the benefits and risks associated with AI technologies, and learn effective strategies for AI project and program management. The course will also provide hands-on insights into leveraging data science and AI tools, such as ChatGPT, for enhancing federal operations.

## Learning Objectives & Topics Covered in this Workshop:

- **Federal AI Governance**
  - Overview of current policies and ethical frameworks for AI use in federal agencies
  - Exploring the role of governance in successful AI adoption
- **Benefits and Risks of AI**
  - Understanding the advantages and challenges of AI in the public sector
  - Identifying and mitigating risks in AI projects
- **AI Project/Program Management**
  - Strategies for effective AI project and program management, including stakeholder engagement and budgeting
  - Case study: Examples of AI project management
- **Data Science, AI, and ChatGPT**
  - Practical insights and demonstrations on using data science and AI tools like ChatGPT for federal tasks
  - Best practices for integrating these tools into your agency's workflow
- **Ethical AI for the Public Good**
  - Roundtable: Sharing key takeaways and how to apply them to your work
  - Committing to ethical AI use in federal operations

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:**

**Advanced Preparation:**

**NASBA Program Level:**

**NASBA Field of Study:**

**Delivery Method:** Group Live

– Live Virtual Classroom





- Comprehensive understanding of the policies and ethical considerations for AI use in the federal sector.
- Insight into the benefits and risks of AI technology, with strategies for risk mitigation.
- Knowledge and skills for managing AI projects effectively, including stakeholder engagement and budgeting.
- Practical experience with AI and data science tools that can be applied to federal operations.



## A Practical Guide to the FAR

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop introduces Government employees to the Federal Acquisition Regulations (FAR). This course reviews the structure, major contents, and topic areas of the FAR and gives sound practical advice, tips, and techniques on how to understand and apply the regulation to real-world scenarios. Participants are led through a hands-on process of using the FAR and show you step-by-step how to access specific parts of the FAR to determine the regulatory requirements and the federal government's way of doing business.

### **Learning Objectives & Topics Covered in this Workshop:**

- Gain an in-depth understanding of the structure of the FAR and its supplements.
- Gain the skills needed to find applicable clauses and parts.
- Demonstrate the use of the FAR and its supplements to conduct research.
- Acquisition process overview
- The regulations and guidance
- FAR organization
- Impact on policies and procedures
- Part-by-part overview

### **Audience:**

This workshop is designed for contracting professionals.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Conducting Technical Evaluations

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*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

In this workshop, you will learn the roles and responsibilities of a technical evaluation team member, how to evaluate proposals, how to spot problems in a proposal, red flags that indicate a contractor will not perform well, legal issues, source selection activities, procedures, and step-by-step instructions on how to fully document your findings. The exercises are designed to give participants the maximum value out of their training experience by allowing them to practice the techniques and skills learned in class in a safe and engaging learning environment. The exercises are carefully facilitated by the workshop's master instructor to ensure participants understand the subtle differences that determine if a proposal has actually met the evaluation criteria or not and how to appropriately document those findings.

## **Learning Objectives & Topics Covered in this Workshop:**

- Gain an in-depth understanding of the structure of the FAR and its supplements
- The source selection process
- Demonstrate the skill sets required to be a contributing member of a technical evaluation team
- Understand the relationship between the SOW/PWS and the established evaluation criteria
- Conduct an effective and thorough technical evaluation
- Provide effective technical evaluation documentation

## **Audience:**

This workshop is designed for contracting professionals.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Contracting for Non-Contracting Personnel

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Each year the USA spends over \$380 Billion on government contracts, yet getting the correct outcomes from a contract is complex and often less than fully successful. Technical and functional specialists, who work outside the contracting office, must work from a foundational knowledge of the Federal Acquisition Regulation and contracting practice to properly specify requirements, evaluate proposals, and accept final deliverables.

This workshop dives straight into the processes and documents required to hire the right contractor and achieve a successful outcome. Your personnel will be able to work more effectively on service or product purchases by knowing the laws, terms, policies, and schedules that drive actions by your Contracting Officer.

## **Learning Objectives & Topics Covered in this Workshop:**

- Overview of the FAR system and contracting terms
- Roles and responsibilities
- Timelines, steps and a roadmap to getting on contract developing requirements
- The impact of public law, regulations and directives
- Types of contracts and requirements documents
- Evaluation factors, performance standards, and performance incentives

## **Audience:**

This workshop is designed for Technical- and Subject Matter-Specialists who work with contract management

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Contract Types Workshop

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*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This one-day workshop has been created for the acquisition professional to gain an overview of contract types used by government agencies and how they most effectively meet specific requirements. Using discussion, demonstration, and hands-on group exercises, participants explore effective strategies and considerations on when and how to use various contract types including award and incentive fee contracts. Participants will examine case studies and examples to assess the impact of contract type on contractor behavior and performance.

### **Learning Objectives & Topics Covered in this Workshop:**

- Have a broad knowledge of contract types used by government agencies
- Understand how contract types impact contractor performance
- Understand how to plan and apply non-monetary incentives
- Be able to distinguish when to use an incentive metrics
- Be able to demonstrate the proper use of an incentive and award fee contracts to motivate contractor performance in areas critical to program success such as technical performance, logistics support, cost, and schedule
- Understand construction of objective measurements for evaluation of otherwise judgmental and qualitative factors

### **Audience:**

This workshop is designed for technical and subject matter specialists who work with contract management.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Contracting Officer's Representative (COR)

*A 3, 4, or 5-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### Course Description:

Contracts expend the majority of the federal budget on discretionary spending. Schedule compliance, technical achievement of quality thresholds, and managing an inflexible budget are the big worries of a COR, but day-to-day issues, claims, control over work assignments, and a host of other worries can overload a COR who isn't properly prepared. Your COR has an important role in executing your budget.

This workshop provides a path to proactive, sane, and sensible work as a COR. Working from real life examples, students will know what they must, can, and cannot do to succeed.

### Learning Objectives & Topics Covered in this Workshop:

- Regulations, terms, and definitions
- COR roles, responsibilities, and ethics
- The quality assurance surveillance plan (QASP) and COR workplan and their application by the COR
- Monitoring and documenting contractor performance
- Contract modifications versus constructive changes
- Unauthorized commitments and ratifications
- Invoices, claims, disputes, and appeals
- Contingency contracting

### Audience:

This workshop is designed for all government personnel.

### Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### Additional Information

**CPE Credits:** 24.0 – 40.0

**CEU Credits:** 2.4 – 4.0

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Contracting Officer's Representative (COR) Level II

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*A 5-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This course is designed for individuals who want to meet their FAC-COR Level II certification training requirements.

This workshop provides the knowledge, skills, processes, and legal foundation required to serve as COR in any federal organization. Working from real-life examples, students will know what they must, can, and cannot do to succeed. Understanding the roles, rules, and regulations that apply to government contracting is critical for those assigned contracting officer representative duties. Understanding how to apply that knowledge with effective techniques, tools, and best practices is beneficial for all personnel that work with government contractors and what this course specializes in. This workshop serves as an excellent resource for contracting and non-contracting personnel to expand their knowledge of the Federal acquisition process and learn proven ways to effectively apply that knowledge for the benefit of all parties involved. Participants gain the certification, knowledge, skills, and tools needed to succeed.

## **Learning Objectives & Topics Covered in this Workshop:**

- Terms and definitions that apply to contracts
- The regulations
- Contracting officer's representative roles and responsibilities
  - COR authority
  - COR do's and don'ts
- Ethics for government personnel evaluating a contractor's performance
- Partnering
  - What is it?
  - How do you do it?
  - How will partnering help your organization?
- What are the things I need to know about our contract?
  - The elements of your contract
  - How will the contractor read our contract?

## **Audience:**

This workshop is designed for technical and subject matter specialists who work as a COR

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 40.0

**CEU Credits:** 4.0

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**  
None

**NASBA Program Level:**  
Basic

**NASBA Field of Study:**  
Specialized Knowledge

**Delivery Method:** Group Live  
– Live Virtual Classroom





- What are the performance-based requirements and how does performance-based contracting change the way we monitor and evaluate our contractor's performance?
- The performance-based statement of work/performance requirements summary and its application to the COR
  - How to read it
  - How to use it
- The Quality Assurance Surveillance Plan (QASP) and its application to the COR
- How to write a QASP
- How to use the QASP to evaluate a contractor's performance
  - What can you do, what can't you do?
- Types of Surveillance
  - How to select the best type
- Contract administration
- Monitoring contractor performance
  - Conducting inspections
  - Acceptable performance levels
  - Identifying deficiencies
- Documenting results
- Contract modifications
  - Preparation of purchase requests and accompanying documentation
- Avoiding problems
- Unauthorized commitments
- Ratifications
- How to detect contractor fraud
  - Regulations that address contractor fraud
- Remedies available to you
- Steps to implement remedies
- Invoices
  - Invoice review
  - Acceptable and improper invoices
  - Rejecting an invoice
  - Types of payments
- Post award actions
  - Stop work orders
  - Excusable and non-excusable delays
  - Acceleration orders
- Claims
- Disputes and appeals
- Resolutions
- Termination
- Recording past performance
  - Contractor's Performance Assessment Reporting System (CPARS)
  - Past Performance Information Reporting System (PPIRS)
- Contingency contracting
  - What is contingency contracting?
  - How are the rules different?
  - What do you need to know to stay out of trouble.



## COR Refresher

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop is specifically designed with the experienced COR in mind. It will serve as a valuable refresher on the skills, techniques and knowledge of regulation needed to evaluate and document your contractor's performance to ensure they are delivering what the government needs. You will learn what to look for, key indicators of the contractor's performance, how to anticipate problems, and how to correct them before they get out of hand. In class, participants can expect to get their specific questions answered by an experienced instructor.

### **Learning Objectives & Topics Covered in this Workshop:**

- Update on Federal Acquisition Regulation changes
- Trend analysis and data-based analytics
- Linking monthly invoices to CPARS reports
- Evolving best practices in COR duties
- Refresher on COR duties, ethics, contractor fraud, and GAO decisions
- Review of foundational COR processes and outputs

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Contractor Performance Assessment Reporting System (CPARS)

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

CPARS collects and records data on contracts throughout the government. Having accurate, detailed records of contractor accomplishments impacts on option period approval, future source selections, and any financial claim. Contractors are very focused on their CPARS scores since good scores result in more business, but this means you need solid evidence for low CPARS ratings. CPARS went through major changes in 2016 and 2018 and now includes the Past Performance Information Retrieval System (PPIRS) and architect or engineering work previously contained in separate systems.

This workshop provides the legal and process basis for arriving at the proper CPARS rating using information provided by Contracting Officer's Representatives (CORs), Government POCs, and other officials through the Contracting Officer's Representative Tracking (CORT) Tool system. An experienced instructor leads participants through effective techniques to create and review effective CPARS documentation and narratives in class.

## **Learning Objectives & Topics Covered in this Workshop:**

- Introduction, terms, and definitions for CPARS
- CPARS roles and responsibilities
- Reporting cycle and data requirements
- System and scale thresholds for reporting
- CPARS workflow
- Rating and narrative tips and best practices
- CPARS' role in correcting performance

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Critical Thinking and Problem-Solving for Contracting Professionals

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop is designed to develop the analytical and critical thinking skills of key contracting and technical professionals who can apply those skills to critical acquisition issues. Participants will learn how to identify, define, and resolve issues, make decisions based on objective criteria, develop step-by-step plans to effectively implement decisions, and facilitate collaboration and teamwork in problem-solving and decision-making.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explain the importance of critical thinking and problem-solving in the acquisition competencies matrix
- Leverage current theories on human thought to improve your performance and that of your team members
- Discriminate between the different types of critical thinking styles and determine when to use each type in the acquisition environment
- Uncover acquisition problems and opportunities and learn how to address them
- Assess the internal and external environmental factors surrounding problems and opportunities
- Explore a wide range of potential responses to an acquisition problem or opportunity
- Evaluate potential responses to a problem or opportunity to determine the best response
- Effective techniques for collaboration during team/staff/group problem-solving and decision-making

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personalized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Determining Contract Types

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### Course Description:

This workshop teaches government employees how to determine the correct contract type for each contracted effort. Learn how to properly use contract types as a valuable tool to motivate contractor performance and the effect that contract type has on areas critical to program success such as technical performance, logistics support, cost, and schedule. Attendees will learn how subjective evaluation of contractor performance in areas that are susceptible to judgmental and qualitative measurement and evaluation can be supported by objective measurement for performance-based fee determination.

In this class, you will learn the “how-to’s” of contract type planning and implementation.

### Learning Objectives & Topics Covered in this Workshop:

- Demonstrate why it is important to select the most appropriate type of contract and how to do so
- Identify and list the differences between fixed-price and cost contracts
- Demonstrate how incentive contracts work
- Distinguish between how the level of effort and indefinite delivery contracts work
- Apply the basic accounting rules that govern government contracting
- Explain what commercial items contracting and performance-based contracting involve

### Audience:

This workshop is designed for all government personnel.

### Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### Additional Information

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Evaluating Contractor Performance Workshop

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Once a contract has been awarded, it is up to you to see to it that the contractor's performance meets government requirements. This workshop will show you, step-by-step, how to evaluate and document your contractor's performance to ensure they are delivering what the government needs and what to do if they are getting off-track.

This workshop will show you what to look for, key indicators of the contractor's performance, how to anticipate problems, and how to correct them before they get out of hand.

Most problems between the government and a contractor occur not because the contractor is trying to deceive the government, but because they honestly interpreted the work statement differently than the government intended. We will show you where those situations can occur in your contract, how to monitor them, and how to make certain they don't happen to you.

## **Learning Objectives & Topics Covered in this Workshop:**

- Terms and definitions that apply to monitoring and evaluating contracts
- The regulations
- Contracting Officer's Representative roles and responsibilities
  - COR, COTR & QAE Authority
- COR, COTR and QAE do's and don'ts
- Ethics for government personnel evaluating a contractor's performance
- Partnering
  - What is it?
  - How do you do it?
  - How will partnering help your organization?
- What are the things I need to know about our contract?
  - The elements of your contract
  - How will the contractor read our contract?
- What are performance-based requirements and how does performance based contracting change the way we monitor and evaluate our contractor's performance

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Fundamentals of Contracting

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- The performance-based statement of work/performance requirements
- Summary-and its application to the COR
  - How to read it
  - How to use it
- The Quality Assurance Surveillance Plan and its application to the COR and QAE
- How to write a QASP
- How to use the QASP to evaluate a contractor's performance
  - What can you do, what can't you do?
- Types of surveillance
  - How to select the best type
- Contract administration
- Monitoring contractor performance
  - Conducting inspections
  - Acceptable performance levels
  - Identifying deficiencies
- Documenting results
- Contract modifications
  - Preparation of purchase requests and accompanying documentation
- Avoiding problems
- Unauthorized commitments
- Ratifications
- How to detect contractor fraud
  - Regulations that address contractor fraud
- Remedies available to you
- Steps to implement remedies
- Invoices
  - Invoice review
  - Accept table and improper invoices
  - Rejecting an invoice
  - Types of payments
- Post-award actions
  - Stop work orders
  - Excusable and non-excusable delays
  - Acceleration orders
- Claims
- Disputes and appeals
- Resolutions
- Termination
- Recording past performance
  - Contractor's Performance Assessment Reporting System (CPARS)
  - Past Performance Information Reporting System (PPIRS)
- How to detect contractor fraud
- Remedies available to you



# Federal Appropriations Law

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This training course will ensure attendees are aware of the regulations of the U.S. General Accounting Office Principals of Federal Appropriations Law (Red Book) that they must abide by. The instructor will walk through case studies, examples, and hands-on exercises to ensure participants understand how to help prevent misuse of appropriated funds resulting in anti-deficiency and other adverse actions.

## Learning Objectives & Topics Covered in this Workshop:

- Determine the legal availability of appropriations as to purpose, time, and amount
- Identify sources of appropriations, how an office gets money, and what happens to funds at the end of the year
- Follow the appropriation cycle from appropriation to expense
- Understand the different types of appropriations and the rules that apply to each
- Understand the flexibilities and limitations in the use of appropriations
- Understand the purpose for which appropriations are legally available
- Ensure that obligations are charged to the correct fund source
- Understand the different vehicles for recording obligations: contracts, salaries, and grants
- Avoid violations of the Anti-deficiency Act and their consequences
- Know the proper checks and balances put in place to avoid ADA problems
- Understand regulations relating to liability and relief of accountable officers
- Apply appropriations law principals to interagency transactions (reimbursables)
- Understand Congressional intent; avoid negative audit and Congressional reports
- Make informed decisions when more than one appropriation or fund is available

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**  
None

**NASBA Program Level:**  
Basic

**NASBA Field of Study:**  
Business Law

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Fundamentals of Contracting

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

The Government is changing the way it thinks about and acquires products and services. To implement these changes, agencies will need to train not only the acquisition workforce on this new focus, but also those who establish requirements, write performance work statements, and work in any other area of government that deals with contractors.

This course takes participants on a journey through the contracting process and exposes participants to the basics of acquiring services and interacting effectively with the commercial sector. As the government workforce continues to shrink, more people will be involved in developing performance requirements, writing the PWSs, and managing contractors.

This introductory-level workshop is for all government personnel who want to learn the fundamentals of government contracting. It is particularly for those who need to understand how to develop performance requirements, manage service contracts, and manage contractors.

## Learning Objectives & Topics Covered in this Workshop:

- Contracting 101
  - How does the government buy what it needs?
  - Source Selection Process Overview
  - Timelines, steps, and a roadmap to getting service on contract
  - Roles and responsibilities
  - The parts of a contract and terminology
  - The impact of public law, regulations and directives
  - Overview of the FAR system
  - Interface with offerors
  - Types of contracts
  - Terms, conditions, performance incentives
- Acquisition strategy
  - Pre-solicitation planning—what is it?

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Critical Thinking and Problem Solving

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Business Law

**Delivery Method:** Group Live

– Live Virtual Classroom





- Acquisition strategies
- Tailoring the process
- Obtaining industry input
- Choosing the right contract type
- Building a multidisciplinary team
  - Your part in an acquisition team
  - The players
  - How to work with contracting to ensure your contractor delivers what is needed
- The source selection process
  - The process—step-by-step
  - Roles and responsibilities
  - Evaluating proposals - an overview of who, what, when, and how
  - Developing the evaluation criteria
  - Evaluation notices (ENs)
  - Competitive range briefings
  - Determining "best value"
- Performance-based service contracting
  - The newest trend in government
  - How to write a performance-based PWS
  - Examples
- Developing requirements
  - How to conduct a needs analysis
  - How to identify and handle future requirements
  - Reconciling customer needs with government requirements
  - How to develop performance-oriented requirements
- Performance work statements
  - How to write a performance-based PWS
  - Linking requirements to performance measures
  - Incorporating industry standard practices and best commercial practices
  - Identifying potential problems
  - Risk management
  - Guidance, tips, and techniques
- Market research
  - Market research is mandatory for all future acquisitions
  - Primer on market research
  - How to use market data
  - The differences between a commercial environment and a government environment
  - Evaluating levels of standards to ensure government mission is accomplished
  - Assessing the risk
- Best commercial practices
  - The difference between commercial practices and government standards
  - When to use commercial practices and when not to
- Developing performance standards
  - Writing the performance-based quality assurance plan
  - Commercial standards: moving away from government regulations, standards, and specifications



- Performance criteria
- Effectively measuring performance– measurement mechanisms
- Communicating intent
- Corrective actions allowed by the contract
- Performance management
  - It is mandated by acquisition reform, but what is it?
  - How do you do it
  - Creating a performance management team
  - Reward systems for contractor performance
  - Identifying potential problems
  - Focusing on performance management vs. contract administration
- The Government 'partnering' concept
  - It is required for all future contracting efforts
  - How does it work?
  - Avoiding contractor performance surprises
  - How to handle problems that arise on the contractor's side
- Contract terms, conditions, and performance incentives
  - Using and applying incentives

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

- Understand the contracting process, the regulations, the participants, and the documents involved
- Understand, manage, interact with, and partner with contractors
- Conduct comprehensive and effective market research
- Learn how to find the "best commercial practices" and how to use them
- Develop benchmarks to determine the best commercial practices
- Develop effective and enforceable performance standards
- Determine customer needs
- Understand how to write an effective, thorough, and professional performance-based work statement that encourages contractor innovation
- Know how to identify, evaluate, and manage the risks that exist in every contract
- Understand how to write, and use, the Quality Assurance Surveillance Plan (QASP)
- Build multifunctional teams to acquire services



# High-Performing Teamwork for the Acquisition Workforce

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

All contracting efforts are undertaken by teams, but teamwork in the government is rapidly evolving into a new form. This virtualized, matrixed team structure will be the future for all employees. Those who learn how to effectively use it will be respected and sought after by every organization. This workshop shows you precisely what steps to take to make you more valuable and your team more effective. The High Performing Teamwork Handbook you receive in this workshop is a powerful guide you will use today to assist in organizing and developing a high performing team within your organization.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explain what makes a team have an impact
- Leverage current theories on human interaction and emotional intelligence
- Understand team player styles
- Apply effective team-building techniques for government acquisition teams
- Assess the teams' strengths and weaknesses
- Explore techniques to build commitment
- Understand how to deal with conflict and achieve resolution
- Apply effective team communication techniques and tools

## **Audience:**

This workshop is designed for contracting professionals.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





# How to Develop and Use an Independent Government Cost Estimate (IGCE)

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This course shows you, step-by-step, how to conduct an IGCE that fully complies with the Federal Acquisition Regulation (FAR). How does one determine that a price is “fair and reasonable?” What factors should be considered? How shall they be documented? What level of independent examination of reasonableness is required? In addition to showing you how to perform thorough IGCEs, we also show you how to determine when to stop collecting data to insure you don’t collect more information than necessary. Our IGCE course details all the requirements of price analysis and the steps used in estimating. In addition to the basics, this course covers specific costing issues related to research and development, commercial acquisitions, systems acquisitions, competitive sourcing, infrastructure acquisitions, and cost estimating for long-term, high priority or high-value acquisitions.

## Learning Objectives & Topics Covered in this Workshop:

- Independent Government Cost Estimate/Independent Government Estimate (IGCE/IGE)
  - What It Is, its purpose and importance
  - Major elements of the cost estimate
  - Selecting appropriate cost estimate methods
  - Steps in the cost estimate process
  - How to conduct market research
  - When economic limits come into play
  - Applying the rules for exclusions
  - When a waiver is the best answer
- Risk
  - How to identify the risk areas of an IGCE
  - How to minimize those risks
- Affect
  - Regulatory requirements that affect independent government cost estimate
  - The Importance of the requirements document
  - Factors which affect the IGCE

## Audience:

This workshop is designed for acquisition personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- Labor rates
  - Learn how to ensure you determine which labor categories are needed to meet the requirements of the project
  - Make your project managers proficient in how to determine labor rates
  - How to determine the number of hours required for each labor category
- Price analysis
  - What it is and how you do it
- Cost analysis
  - Steps to estimate overall costs & factors affecting cost estimates
  - Recurring and non-recurring costs
  - Allowable and unallowable costs
  - Material costs and other direct costs
  - How to research and document industry standards
  - Burden or indirect expenses
  - Facilities capital cost of money
  - Profit/Fee
  - When and how to use activity-based costing
- Cost realism analysis
  - How to use market cost analysis techniques
  - When modeling an activity makes sense
  - How to conduct price/cost research
  - Developing the cost library
  - Breaking the requirements document into its constituent cost elements
- Technical analysis
  - How to do a technical review for completeness
  - How to conduct a technical estimation of value
  - How to perform a technical approach validation
  - Implementation of technical experts in negotiations
- Legal implications
  - Step-by-step case study reviews
  - When to conduct risk analysis
  - How to find and when to share lessons learned
- An in-depth hands-on exercise to apply the skills learned during the workshop
- Develop an IGCE

**Items you will receive in this workshop, and use for the rest of your career:**

- IGCE templates for MS Excel
- Legal precedents library
- Acquisition planning guide
- Contract writing handbook
- Market research ground rules
- Strategic sourcing handbook
- Tip sheets
- Forms
- Examples
- Reference documents



**Who Should Attend:**

Acquisition personnel, project officers, program managers, purchasing office personnel, Strategic Sourcing personnel, Commercial Services Management personnel, and financial personnel will all benefit from this course.

This course is vital for personnel involved in negotiated acquisitions, especially those dealing with R&D, Product, Services, or Systems acquisitions, as well as IT solicitations. In addition, project officers, program managers, Functional Experts, and those involved in source selections will gain valuable insight into the legal and regulatory costing mandated by the FAR through the IGCE process. All personnel involved in the acquisition process will find this class greatly improves their understanding of the cost-estimating process.



# How to Write a PWS for Performance-Based Contracting

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

The PWS is the most critical document of the entire contracting process. It determines what your organization will have to live with for years to come. This workshop takes you through the process of writing a requirements document and shows you, step-by-step, how to deliver a solid, professional PWS. You will learn how the PWS “fits” into the acquisition process – from acquisition planning to contract closeout.

You will learn how the contractor views the PWS and how what you write determines how they will bid and what their advantages will be. You will learn to develop innovative ideas, plans and strategies, tailored to your organization and designed to empower you to build your document into a dynamic, strong, effective work statement.

All attendees will receive the How to Write a PWS Handbook filled with step-by-step instructions, a detailed PWS checklist, government approved text, examples, tip sheets, checklists, templates, forms and resources that you will use in writing your PWS.

Particularly attractive features to this workshop are the in-class exercises, which give the attendees hands-on experience with the critical elements of writing a PWS, to include a detailed portion on writing an effective services summary.

## **Learning Objectives & Topics Covered in this Workshop:**

- The Performance Work Statement Overview
  - What is a PWS
  - Definitions, policy and guidance
- The PWS Schedule
- How to write PWS, the seven step process, step-by-step
- PWS content and format
- Determining the scope of work

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** Project Management, Monitoring and Documenting Contractor Performance

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic/Intermediate

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- Finding the information you need
  - Tools and techniques
  - The work breakdown structure and tree diagrams
  - Data collection and analysis
  - Analyzing an organization
  - Performance standards
  - Workload data
  - How to define the quantity and quality of work needed
  - Workload estimates
- Describing the level of service you require
- Nailing down the requirements
  - The difference between requirements, needs, wants, and desires
  - What makes it a requirement
- Performance requirement summary
  - How to write a requirement so it conveys exactly what you need
  - Telling what you need, not how to do it
  - How to develop performance standards
  - Minimum essential services
- Government furnished property and services (GFP)
- Contractor furnished items
- Technical exhibits
  - Historical workload data
  - Historical quality factors
- Relationship of the PWS to the agency cost estimate
- Reviewing and coordinating the PWS
- Overview of The Quality Assurance Surveillance Plan (QASP)
- Best practices and lessons learned



# How to Write a Quality Assurance Surveillance Plan (QASP)

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

The PWS and QASP are among the most critical documents of the entire contracting process. They determine what your organization will have to live with for years to come. This workshop takes you through the process of writing a performance-based Quality Assurance Surveillance Plan (QASP) and shows you, step-by-step, how to deliver a solid, professional QASP. You will learn how the contractor views the PWS and how that impacts your QASP development. You will learn to develop innovative ideas, plans, and strategies tailored to your organization and designed to empower you to build your document into a dynamic, strong, and effective work statement and QASP.

All attendees will receive the How to Write a QASP Handbook filled with step-by-step instructions, detailed checklists, examples, tip sheets, checklists, templates, forms and resources that you will use in writing your QASP.

Particularly attractive features to this workshop are the in-class Exercises, which give the attendees hands-on experience with the critical elements of writing a QASP.

## **Learning Objectives & Topics Covered in this Workshop:**

- The performance work statement overview
- PWS content and format
- Determining the scope of work
- Finding the information you need
  - Tools and techniques
  - The work breakdown structure and tree diagrams
  - Data collection and analysis
  - Analyzing an organization
  - Performance standards
  - Workload data
  - How to define the quantity and quality of work needed
  - Workload estimates
- Describing the level of service you require
  - The critical factors

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- Nailing down the requirements
  - The difference between requirements, needs, wants, and desires
  - What makes it a requirement
- Performance requirement summary
  - How to write a requirement so it conveys exactly what you need
  - Telling what you need, not how to do it
  - How to develop performance standards
  - Minimum essential services
- Government Furnished Property and Services (GFP)
  - How to know what GFP you should include in the PWS
  - Types of property and services
  - Pros and cons of furnishing items as GFP
  - FAR requirements
  - How to pass the required CSO review and approval or your GFP decisions
- Contractor furnished items
  - Pros and cons of contractor furnished items
  - How to decide what to require of the contractor
  - Examples of contractor furnished items
- Technical exhibits
  - Historical workload data
  - Historical quality factors
- Relationship of the PWS to the agency cost estimate
- Reviewing and coordinating the PWS
- Amending the PWS
  - How to make changes to the PWS after it is published
  - When to do it
  - How to reduce the need for PWS modifications
  - Review and approval of the changes
- The Quality Assurance Surveillance Plan (QASP)
  - Purpose of the QASP
  - Inspection and acceptance of services
  - Quality control vs. quality assurance
    - Roles and responsibilities of contractors and the government
    - FAR requirements
    - The importance of quality control and assurance
  - How to write a QASP
    - Content and format
    - The steps
  - The performance requirements summary
  - What is an acceptable quality level?
    - How to define it
    - How to develop the numbers
    - Examples
  - Determining surveillance methods, schedules and requirements
  - Performance discrepancy reports
    - Corrective action
  - Incentives and deductions...how to use them



- Best practices and lessons learned

Items you will take home from this workshop and use well after your training is complete:

- How to write a PWS and QASP Handbook
- Online access to PWS & QASP Toolkit
- Step-by-step instructions
- A model document with government approved text
- Examples
- Tip sheets
- Checklists
- Templates
- Forms
- Lessons learned



# Introduction to Agile Acquisition

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

Agile Acquisitions are becoming more prevalent across government agencies. This workshop, designed specifically for the government workforce, will provide an introduction and overview of agile acquisitions and the scrum process. Your attendees will leave this workshop with an understanding of the agile process in a way that is informed and aware of this new method for managing federal contracts and accomplishing agency goals. Participants learn effective techniques as well as understand the challenges government teams face related to government implementation of agile practices. An experienced instructor will walk you through step-by-step how to implement those effective techniques and how to address the challenges you may face.

## Learning Objectives & Topics Covered in this Workshop:

- The Agile Manifesto
- Understand how agile differs from traditional methods
- Identify and recognize key principles of the agile methodology
- Understand the scrum project lifecycle
- Describe the characteristics of an effective agile team
- Identify key roles and responsibilities
- How to effectively plan for an agile acquisition
- Understand contracting approaches for an agile project
- Effectively monitor, control, and report on agile acquisition projects
- Identify the best practices for the implementation of an agile acquisition

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Introduction to the Federal Acquisition Regulation (FAR)

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop introduces government employees to the Federal Acquisition Regulation (FAR), the Defense supplement to the FAR (DFARS), Procedures, Guidance and Information (PGI), and local supplements. This course reviews the structure, major contents and topic areas of the FAR to aid in its use. The course also provides on-line references for future research.

This workshop takes you through a hands-on process of using the FAR and shows you, step-by-step, how to access specific parts of the FAR to determine the regulatory requirements and the federal government way of doing business.

## **Learning Objectives & Topics Covered in this Workshop:**

- The regulations and guidance
- Overview of the Federal Acquisition Regulation
- FAR organization: subchapters and parts
- Part-by-part overview
- DFARS/PGI, agency, and local supplement impact
- Acquisition process overview
- Solicitation provisions and contract clauses matrix
- Impact on policies and procedures
- Lessons learned from the Contract Attorney's Desk book and GAO
- Online references for future reference

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Implementing Agile Techniques in an Acquisition Environment

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop is designed to provide a roadmap for acquisition teams to apply agile project management and techniques from the scrum system. You will see how scrum can be used to better acquisition outcomes and provide improved public value for program offices, maintainers, end users, contracting officials, and contractors.

## **Learning Objectives & Topics Covered in this Workshop:**

- Agile perspective shift
  - Broad, interdisciplinary teams
  - Solutions vs. checklists
  - Fast outputs vs. perfect outputs
  - Total, constant, consistent system integration
  - End-user-based decision making
- Establishing your “battle rhythm”
  - Daily scrums
  - Early risk identification and mitigation
  - Reduced duplication of effort
  - Improved work distribution
- Scrum artifacts and fulcrums
  - Clarify outcomes with user stories
  - Chart the requirements backlog
  - Estimate each phase of acquisition with a burndown chart
  - Move deliverables forward transparently with Kanban.
- Documenting success
  - Identifying stakeholder motives and desires
  - Customer-focused work prioritization
  - System-level and decomposed knowledge management
  - Providing cradle-to-cradle support for maintenance, repairs, spares, retirement, and follow-on system plans

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Justifications and Approvals

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

As an acquisition professional, knowing when a J&A is required and how to write an effective J&A will ensure your acquisitions are per the policy on competition in government contracting and reduce the likelihood that contract actions will be protested, saving time and money for your agency. This one-day workshop for government acquisition personnel is designed to give a thorough insight into how to determine the need for a Justification and Approval, how to write a J&A, and how-to review and approve a J&A.

### **Learning Objectives & Topics Covered in this Workshop:**

- Government Contracting Competition Policy
- J&A Policy
- Determine if a J&A is required for an acquisition requirement
- Required J&A components
- Effective J&As
- Write a J&A that fully justifies the agency's needs within the limitations and exceptions identified in the Federal Acquisition Regulations (FAR) Part 6

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** Fundamentals of Contracting

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Leadership Skills for Contracting Professionals

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Leadership is a journey, not a destination. This workshop is designed with the government employee and work environment in mind. Participants will embark on a motivational journey that allows reassessing current leadership practices, learning new approaches, expanding understanding against the backdrop of experience, and ultimately defining and invigorating their own unique leadership styles, philosophy, and approaches.

Participants can expect to explore articles, book excerpts, case studies, and video presentations by famous authors/leaders with fellow participants as they are led by a facilitator who is experienced at successfully leading in a government work environment.

## **Learning Objectives & Topics Covered in this Workshop:**

- Define leadership in a government work environment at any level
- Discuss how leadership demands have changed
- Understand how to implement a values-based leadership approach
- Analyze current leadership techniques
- Explore leadership through multiple examples and mediums
- Evaluate leadership philosophies and strategies
- Adapt leadership style, philosophies, and approaches with current ideas, experience, and knowledge
- Develop a leadership implementation plan

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** The Mindset of a Leader for Government Contracting Personnel

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Managing Contracting Organizations

*A 5-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This course is designed around practical methods to enhance the skills that government managers need to successfully lead and manage government contracting organizations. Participants explore skills, techniques, and tools to drive performance, enhance worker skills, and facilitate knowledge capture.

## **Learning Objectives & Topics Covered in this Workshop:**

- Identify key manager skills and responsibilities
- Understand effective techniques for codifying leadership philosophies into your management approach
- Understand how to assess performance
- Explore performance management skills
- Understand workforce development techniques and tools
- Explore effective leadership techniques to manage cross-functional contracting teams
- Understand effective knowledge capture and transfer techniques for acquisition teams
- Develop a personal action plan to implement new skills and tools learned in class

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 40.0

**CEU Credits:** 4.0

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





## Managing Multiple Priorities

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop shows the government workforce how to firmly balance a series of high-demand tasks while handling constantly changing directions and multiple, urgent priorities. Gain powerful new skills you can use immediately to control a dynamic, rapidly changing job. This workshop solidly focuses on practical, specific how-to aspects of managing your work.

### **Learning Objectives & Topics Covered in this Workshop:**

- Understand strategies for very busy people
- Explore multiple priority-setting methods
- Apply priority management techniques
- Identify priority setting criteria
- Organizing a must-do and to-do list in class
- Create a personal productivity assessment
- Answers to frequently asked priority-setting questions
- How to work for multiple bosses
- Problems you can expect and how to handle them
- The top 21-time wasters in organizations like yours — how do you compare?
- 12 smart questions to ask:
  - When you're given more work than you can possibly do
  - When you're given an unrealistic deadline

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** Critical Thinking and Problem Solving, Techniques for Contracting Professionals

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





# Managing Performance-Based Service Awards

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop addresses the unique challenges and specific monitoring and documenting techniques associated with Performance-Based Service Contracts (PBSC). The PWS and QASP are among the most critical documents of the entire performance-based contracting process and are heavily discussed and reviewed in this workshop. You will learn how the contractor views the PWS and how that impacts your QASP development. You will learn to develop innovative ideas, plans, and strategies, tailored to your organization and designed to empower you to build your documents into dynamic, strong, effective tools to administer your service contracts. Learn how to measure contractor performance and how to effectively document those results.

## **Learning Objectives & Topics Covered in this Workshop:**

- Managing contractor performance
- Understand effective techniques that are unique to PBS
- Effective communication practices with the contractor
- Understand common traps and pitfalls you'll want to avoid
- Understand how to apply proven techniques to monitor, measure, and incentivize contractor performance
- Apply effective documentation techniques
- Understand legal remedies and when to apply them
- Learn industry best practices, techniques, and proven tips

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Fundamentals of Contracting

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live  
– Live Virtual Classroom





## Market Research Workshop

*A 1 or 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Market research is required for all performance-based service contracts. This workshop focuses on the clear, practical, "how-to" techniques of market research. We will give you a clear, practical, step-by-step approach to market research. We will explain roles, responsibilities, timelines and milestones, and provide you with a list of market research data sources.

All attendees will receive a Market Research Handbook containing a detailed market research checklist, tips and techniques, sample documents, forms, and numerous other tools to assist in making your market research faster and easier.

### **Learning Objectives & Topics Covered in this Workshop:**

- What Is market research?
- How to conduct market research, step-by-step
  - How to use the market research checklist
- Regulations, policies, and guidance
- What skills are needed
- Getting the help you need
- Market research procedures for documentation
- How to use your performance work statement (PWS) data for market research
- Sources of data for market research
  - Making contact with a POC
  - Questions to ask
- The market research final report
  - What must be included?
  - Where do I get that information?
  - Content and format
  - Writing the final report
  - Double checking the numbers
  - Who will use your market research?
- Getting management "buy-off"
- Getting contracting officer "buy-off"
- Tips and techniques to make the work easier

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0 – 16.0

**CEU Credits:** 0.8 – 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Monitoring and Documenting Contractor Performance

*A 1 or 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This workshop will show you, step-by-step, how to evaluate and document your contractor's performance to ensure they are delivering what the government needs, and what to do if they are getting off-track. This workshop will show you what to look for, key indicators of the contractor's performance, how to anticipate problems, and how to correct them before they get out of hand.

## Learning Objectives & Topics Covered in this Workshop:

- Terms and definitions that apply to monitoring and evaluating contracts
- The regulations
- Contracting officer's representative (COR) & QAE roles and responsibilities
  - COR and QAE authority and the do's and don'ts
- Ethics for government personnel evaluating a contractor's performance
- Partnering
- What are the things I need to know about our contract?
- What are the performance-based requirements and how does performance-based contracting change the way we monitor and evaluate our contractor's performance
- The quality assurance surveillance plan and its application to the COR and QAE
- How to use the QASP to evaluate a contractor's performance
  - What can you do, what can't you do?
- Types of surveillance
  - How to select the best type
- Contract administration
- Monitoring contractor performance
- Documenting results
- Contract modifications
- Avoiding problems
- Unauthorized commitments
- Ratifications
- How to detect contractor fraud

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 8.0 – 16.0

**CEU Credits:** 0.8 – 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- Remedies available to you
- Steps to implement remedies
- Invoices
- Post award actions
- Claims
- Disputes and appeals
- Resolutions
- Termination
- Recording past performance



# Negotiation Skills for Acquisition Professionals

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This is a three-day hands-on workshop designed solely with the Government Acquisition professional in mind. This workshop will provide you with detailed guidance on how to understand and be effective at negotiation techniques and strategies. Negotiation is an art, and the government must confidently know all the facts relative to the analysis to ensure successful negotiations. Participants of this workshop will learn how to place the government in a preferred position for negotiations by learning how to build defensible pre-negotiation objectives. You will learn the roles and responsibilities of each Negotiation Team member, how to appropriately prepare and plan for negotiations, and how to spot problems early.

Negotiators can often run on automatic pilot missing opportunities due to bias, narrow vision, lack of effective preparation, or incorrect, although common, beliefs about negotiation techniques. This workshop provides the tools, strategies, and techniques that let participants address these failings. Our TMS instructors for this course are each experienced government negotiators that provide their insights and advice with real-world examples.

Particularly attractive features of this workshop are the in-class exercises, which give the attendees hands-on experience with the critical elements of negotiating effectively.

## **Learning Objectives & Topics Covered in this Workshop:**

- Understand the principles of the negotiation process in the government acquisition cycle
- Understand the roles, duties, and responsibilities of the contracting officer, COR, program manager, subject matter experts, and offeror in negotiations
- Learn the key to a successful negotiation
  - In a sole-source environment and all other forms of competition
- Know how to understand and question proposed costs to build a defensible renegotiation objective.
  - Understand how contractors typically conduct proposal development – And why that matters to you
  - How to spot inconsistencies between the price and technical proposal

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- The negotiation team
  - Who helps prepare the pre-negotiation objective?
  - Organizational structure
  - Resources needed
- The Regulations
  - Policies and guidance
- How to prepare for negotiations by gaining a thorough understanding of all analyses
- Determining whether an offer is fair and reasonable
- Price negotiation
  - What is it?
  - Why do we use it? When?
  - Cost and pricing data
  - Top level pricing impacts
  - Pricing strategy
  - Negotiation assumptions
- Obtaining an unbiased realistic cost estimate for what is being purchased through the use of the IGCE
  - How to create defensible, credible estimates
  - Learn the types of estimates
  - Understanding project scope
  - Task identification tools
    - Market research
    - Use of a work breakdown structure
  - Market research for the IGCE
    - Understand what to look for
    - Where to look for cost drivers and product/service characteristics
  - Estimating direct labor hours
  - Estimating direct labor dollars
- Understand time requirements.
- Analyzing the requirement from the point of view of the prospective contractor
- Conducting relevant and accurate research
- Tailoring formats
- Looking at historical information/data
- Price analysis techniques
- How to evaluate a proposed price
  - How to use the PWS/SOW
  - Did the contractor comply with the RFP proposal preparation instructions?
  - Did they meet minimum mission requirements?
  - Competitive range determination through the use of the IGCE
- Documenting your findings
  - Documentation requirements
- Describe the types of technical input the contracting officer requires before and during negotiations which involve price and data gathering, market research, technical proposal evaluation, and decision-making.
- Learn how to prepare for negotiations.
- Learn to identify your negotiation goals and limitations
- Learn to claim value for the government versus just making a deal



- Learn ways to build trust and negotiate creatively
- Learn how to negotiate to claim and create value
- Understand how to reduce your biases
- Learn how to make your proposals more appealing
- Participate in a mock negotiation
- Learn how to assess negotiations and recognize changing tactics or strategies
- What negotiating is and why you must learn to do it
- What nine steps you should take to prepare for a negotiation
- How to negotiate successfully
- Why negotiations sometimes go wrong
- Learn the key to a successful negotiation
- Body language and physical environment awareness – the often overlooked and high-impact skill set to have
- Know how to build defensible pre-negotiation objectives
- How to analyze and negotiate more effectively
- How to adapt your strategies when there are multiple parties and issues
- How to create coalitions and strategic alliances to improve your negotiating position
- How to prepare for negotiations by gaining a thorough understanding of all analyses
- Determining whether an offer/idea is fair and reasonable
- Negotiation strategies
- Negotiation assumptions
- Negotiation task identification tools
- Analyzing the requirement from the point of view of the other person/group



# Performance Based Acquisition PWS

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

The PWS is the most critical document of the entire contracting process. It determines what your organization will have to live with for years to come. This workshop takes you through the process of writing a Requirements Document and shows you, step-by-step, how to deliver a solid, professional PWS. You will learn how the contractor views the PWS and how what you write determines how they will bid and what their advantages will be. You will learn to develop innovative ideas, plans, and strategies tailored to your organization and designed to empower you to build your document into a dynamic, strong, effective work statement.

## **Learning Objectives & Topics Covered in this Workshop:**

- The performance work statement overview
- How the PWS determines the level of service your organization will receive
  - What to do to ensure management's needs are captured properly
- The PWS schedule
  - How long will it take to write your PWS?
  - Timelines and milestones
- How to write a PWS, the seven step process, step-by-step
  - Characteristics and benefits of a performance-based PWS
- PWS content and format
- Determining the scope of work
- Finding the information you need
  - Tools and techniques
  - The work breakdown structure and tree diagrams
  - Data collection and analysis
  - Analyzing an organization
  - Performance standards
  - Workload data
  - How to define the quantity and quality of work needed
  - Workload estimates
- Describing the level of service you require
- Nailing down the requirements
  - The difference between requirements, needs, wants, and desires
  - What makes it a requirement?

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** Fundamentals of Contracting

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





- Performance requirement summary
  - How to write a requirement so it conveys exactly what you need
  - How to develop performance standards
  - Minimum essential services
- Government furnished property and services (GFP)
- Contractor furnished items
- Technical exhibits
- Relationship of the PWS to the agency cost estimate
- Reviewing and coordinating the PWS
- Tips and techniques to make the work easier



# Performance-Based Contract Administration

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop addresses the difference between traditional contracting approaches and performance-based approaches in administering contracts. The PWS and QASP are among the most critical documents of the entire performance-based contracting process and are heavily discussed and reviewed in this workshop. You will learn how the contractor views PWS and how that impacts your QASP development. You will learn to develop innovative ideas, plans, and strategies tailored to your organization and designed to empower you to build your documents into dynamic, strong, effective tools to administer your contracts.

## **Learning Objectives & Topics Covered in this Workshop:**

- Differentiate between the traditional approach and the performance-based approach to administering contracts
- Outline the next steps following the award of a performance-based contract
- Observe the key activities following the award of a performance-based contract and apply that knowledge to the day-to-day contracting environment
- Identify the proper use of surveillance plans, incentives, and other tools that lead to enhanced contractor performance, cost savings, and customer satisfaction
- Identify practical methods for inspecting, measuring performance, and applying incentives
- Maximize the benefits of performance-based service contracts
- Measure and document contractor performance and reach successful contract completion
- Use tools to objectively enforce, monitor and assess performance, receive, and accept services, and close contracts
- Effectively settle contract disputes through the use of industry best practices
- Administer performance-based contracts using tips from industry leaders

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** Project Management, Monitoring and Documenting Contractor Performance

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic/Intermediate

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





Particularly attractive features of this workshop are the in-class exercises, which give the attendees hands-on experience with the critical elements of Performance-Based Contract Administration.

Items you will take home from this workshop and use well after your training is complete:

- How to Write a PWS & QASP checklist
- PWS & QASP Online Toolkit



## Risk Management Acquisitions

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This two-day workshop for government acquisition personnel is designed to give a thorough insight into how a contractor prepares a proposal, and how they analyze your requirements document to find the high-cost, high-risk areas. (This is the most surprising and popular part of this workshop.) You will also learn not only how to avoid the common mistakes that lead to higher costs, but you will also learn how to anticipate how the contractor, especially technically oriented contractors, will read your requirements document and how he will prepare his quote. This knowledge will give you immense leverage in keeping the costs down.

### **Learning Objectives & Topics Covered in this Workshop:**

- What are the red flag's in an RFQ for a contractor
- How does a contractor read a government requirements document?
- Risk
  - How does it drive costs and how do your bidders look at risk
- How to identify the high-risk, high-cost areas in your requirements document and what to do about them
- What language in a PWS/SOW drives costs higher?
- How to identify and target the most costly contract terms and conditions
- Knowing the many options available to keep costs down
- How to find excessive costs and how to negotiate them down

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





## Source Selection Debriefing Procedures

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*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Designed solely with the government professional in mind, this workshop will provide you with detailed guidance on how to conduct a proper, fair, and effective Source Selection Process Debrief. This workshop provides tools, resources, examples, and techniques to provide timely and thorough debriefings to deter protests, increase competition, encourage offerors to continue to invest resources in the Government marketplace and enhance the government's relationship and credibility with industry.

### **Learning Objectives & Topics Covered in this Workshop:**

- Post-award debrief process
- Case studies and scenarios your team is likely to encounter
- Roles and responsibilities
- Legal issues of giving a debrief – how to avoid the common pitfalls that can lead to protest
- The regulations
- Electronic vs. phone vs. in-person debriefing techniques and considerations
- Tips and techniques to make your document easier and better
- Pre-award debriefs vs. post-award debriefs
- Receive a debriefing agenda and outline
- How to deal with successful offerors
- How to deal with unsuccessful offerors
- Answering questions from offerors
- Questions to anticipate and how to prepare for them
- What information you can not disclose

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Source Selection Evaluation Board (SSEB)

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Designed solely with the government professional in mind, this workshop will provide you with detailed guidance on how to be an effective SSEB member. You will learn the roles and responsibilities of an SSEB team member, how to evaluate a proposal, how to spot problems in a proposal, red flags that indicate a contractor will not perform well, legal issues, source selection activities, and procedures, and you will be given step-by-step instructions on how to fully document your findings.

This unique SSEB workshop will be highly tailored for your organization and provides hands-on proposal evaluation exercises – with actual proposals!

### **Learning Objectives & Topics Covered in this Workshop:**

- Source selection overview
- Preparation
  - SSEB organizational structure
  - The source selection evaluation room
    - Who has access?
  - Resources
  - Schedules and milestones
- Roles and responsibilities
- Legal issues of being on a source selection board
- The regulations
- Source selection activities and procedures
- How to evaluate a proposal
- Documenting your findings
  - Documentation requirements
  - Tips and techniques to make your documentation easier and better
- The decision briefing
  - Preparing the briefing
  - Delivering the briefing
- Post-award debrief

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Source Selection Evaluation Board (SSEB) for DOD

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop will provide you with detailed guidance on how to be an effective SSEB member and ensure compliance with the most recent mandated DoD Source Selection Procedures. You will learn the roles and responsibilities of an SSEB team member, how to evaluate a proposal, how to spot problems in a proposal, red flags that indicate a contractor will not perform well, legal issues, source selection activities and procedures IAW FAR part 15 and OUSD Memorandum 'Department of Defense Source Selection Procedures' dated April 1, 2016, and you will be given step-by-step instructions on how to fully document your findings.

This workshop uses actual solicitations and proposals to apply the knowledge gained in class in a visceral, real way.

### **Learning Objectives & Topics Covered in this Workshop:**

- Source selection overview: process, schedules, rules
- Preparation: training, security, forms, lawyers
- Understanding value adjusted total evaluated price
- Roles and responsibilities: leaders, members, & risks
- Legal issues of being on a source selection board
- Source selection activities and procedures
- How to evaluate a proposal
- Documenting your findings
- The decision briefing
- Post-award debriefs

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





## Strategic Sourcing: Key Elements

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Designed for all levels of government employees, this workshop takes you through the Strategic Sourcing process step-by-step. It tells you what it is, why it exists, and how to successfully use it in your organization. This workshop will give you clear, solid, practical advice—and high-level thinking—about strategic sourcing for government organizations using case studies and examples from both industry and federal government implementation.

You will discuss strategic sourcing models, key implementation, and OMB regulatory compliance considerations.

### **Learning Objectives & Topics Covered in this Workshop:**

- Define Strategic Sourcing terms and key principles
- Understand how strategic sourcing principles apply to acquisitions within your agency or organization
- Develop measures and metrics for organizational assessment
- Understand how to apply processes and techniques to assess and identify strategic sourcing opportunities
- Understand what strategic sourcing is and what strategic sourcing is not
- Explore what industry and government agencies are doing regarding strategic sourcing
- How to apply strategic sourcing principles to transform organizations and improve acquisition life-cycle results – saving time, reducing costs, and enhancing mission outcomes

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# The Mindset of a Leader for Contracting Personnel

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

Everyone has asked themselves what it takes to be someone who is distinguished as clearly a leader. And now you can find the answer. This workshop shows you not only principles but specific actions you can take to get results. You will learn the mindset and characteristics that set leaders apart from run-of-the-mill managers. This workshop includes the latest thinking on the massive changes going on in government today...including collaborative decision-making, building consensus, leading a generationally diverse workforce, dealing with budget changes, etc.

## Learning Objectives & Topics Covered in this Workshop:

- Understand, "as an organization, who are we, what do we do, and why do we exist?"
- Assess your own organization's mindset and learn how to shape it for positive results
- Learn how to build trust, increase your influence and build effective teams within a government organization
- List the skills, traits, and characteristics your organization needs to perform
- Build a personal development blueprint, in class, to showcase your strengths
- Learn collaborative problem-solving techniques that work in a government work environment
- Breaking down conflict – understand how to prevent conflict, address it when it happens, and move past it for a positive work environment
- Learn the steps to take to make your vision happen

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Leadership Skills for Contracting Professionals

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live – Live Virtual Classroom





# Understanding and Using Agile Project Management in an Acquisition Environment

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

Agile PM is the most common system for delivering on-time, on-budget deliverables in the IT industry, but is rarely used by the government. This workshop explains Agile and Scrum and provides a roadmap for acquisition teams to apply these techniques. You will see how Scrum can achieve better acquisition outcomes and improve public value for program offices, maintainers, end users, contracting officials, and contractors.

## Learning Objectives & Topics Covered in this Workshop:

- **The Agile Revolution**
  - Purpose of the Agile Manifesto
  - Driving forces behind Agile
  - Flavors of Agile PM
  - The Scrum technique is explained.
  - Overcoming why Agile inside the FAR seems hard.
- **Agile Perspective Shift**
  - Broad, interdisciplinary teams
  - Solutions vs. Checklists
  - Fast outputs vs. perfect outputs
  - Total, constant, consistent system integration
  - End-User-based decision making.
- **Establishing your “Battle Rhythm”**
  - Daily Scrums
  - Early risk identification and mitigation
  - Reduced duplication of effort
  - Improved work distribution
- **Scrum Artifacts and Fulcrums**
  - Clarify outcomes with user stories.
  - Chart the requirements backlog.
  - Estimate phases of acquisition with a burn-down chart
  - Move deliverables forward transparently with Kanban.
- **Documenting success**
  - Identifying stakeholder motives and desires
  - Customer-focused work prioritization

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Leadership Skills for Contracting Professionals

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





- System-level and decomposed knowledge management
- Providing cradle-to-cradle support for maintenance, repairs, spares, retirement, and follow-on system plans



# Understanding Cost Analysis in the Acquisition Environment

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop is designed solely with the government professional in mind. This workshop will provide you with detailed guidance on how to conduct Cost/Price Analysis in a diligent, efficient, and effective manner. Cost/Price Analysis is an art, and the Government must confidently know all the facts relative to the analysis to ensure successful acquisitions. Participants of this workshop will learn how to place the Government in a preferred position for exchanges with offerors by learning how the Contractors' numbers are derived and how to question proposed costs to ensure the Government pays only reasonable and realistic costs. You will learn the roles and responsibilities of each Cost/Price Team member during Source Selection, how to spot problems in a cost or price proposal, and legal issues, and you will be given step-by-step instructions on how to fully document your findings and negotiations in a Cost/Price team memorandum.

## **Learning Objectives & Topics Covered in this Workshop:**

- Understanding the principles and regulations behind cost and price analysis
- Know how to understand and question proposed costs
- Determining whether an offer is fair and reasonable
- Obtaining an unbiased realistic cost estimate for what is being purchased through the use of the IGCE
- Conducting relevant and accurate research
- Tailoring model formats
- Looking at historical information/data
- How to analyze cost data
- How to evaluate a proposed price
- Documenting your findings
- Price negotiation memorandum

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Leadership Skills for Contracting Professionals

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live  
– Live Virtual Classroom





## Business Process Reengineering (BPR)

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*A 3 or 4-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop, designed for management and working-level employees, takes you through the BPR process step-by-step. It will show you what it is, why it exists, how it will affect each member of the organization, and how to position your organization to win.

### **Learning Objectives & Topics Covered in this Workshop:**

- Understand the BPR process, start to finish, to include history, terminology, rationale, and benefits
- Develop policy and guidance for BPR, to include milestones and roles, and responsibilities for both individual and teams
- Adapt private industry techniques and innovations to government organizations
- Conduct BPR to include preliminary planning, phase-in, and follow on accountability planning

### **Audience:**

This workshop is designed for all government personnel

### **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 24.0 – 32.0

**CEU Credits:** 2.4 – 3.2

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





# Creating the Risk Aware Organization

*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Designed to explain the benefits of focusing your organizational behavior to discuss, anticipate, and prepare for challenges, this workshop provides a structured roadmap to becoming a “risk-aware organization”. By addressing the underlying need for change, this workshop creates a compelling case to use “risk” to break bad habits that have limited your effectiveness. This workshop is particularly well suited for leaders and managers who are experiencing rapid change or facing fiercer risks than ever before. In making the case for why being “risk aware” matters, organizations about to embark on a cultural change may also benefit by sending informal leaders to this workshop.

Note: As part of the P3 series, this workshop depends on having a project management-focused culture already in place.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explain the characteristics of a risk-aware organization
- Chart a course to align employee purpose, values, and ethics
- List the principal impediments to becoming risk aware
- Organize your people behind a cultural awareness about risk
- Overcoming the behaviors that suppress challenges to the status quo
- Setting up reinforcing policies and behaviors to effectively manage risk
- Develop a personal plan to lead your organization to be risk aware

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





## Critical Skills for Program Managers

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*A 2-Hour Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This high-impact interactive training session focuses on the skills critical for program success. Equally powerful for new and experienced government program managers alike, this training session leads participants down a path of personal and professional growth that is fueled by examples from some of the industry's most innovative workforces and techniques that are proven to be effective in improving the government work environment. Inspiring stories and case studies add to the powerful message that participants receive in the journey to chart their own new and improved path forward. This training session will give you the tools and techniques to increase motivation, elevate morale, and drive higher levels of innovation and performance on your team and in your program.

### **Learning Objectives & Topics Covered in this Workshop:**

- Understand the key factors to success in managing a government program
- The google way and how it can work for your teams
- Keys to influence and motivation for the government team leader
- Charting your individual improvement plan

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 1.0

**CEU Credits:** 0.15

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Earned Value Management for Government Program Managers

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Any “system of substantial value” requires the use of Earned Value Management (EVM), yet, the way EVM statistics are computed, and what they mean, is rarely well understood by program managers. This workshop will explain how EVM cost and schedule variances are computed, how they change over time, and how they should be used in program management reviews and reports. This workshop is valuable to PMs who want a firmer understanding of EVM. It is also useful to finance and contracting professionals who participate in program management reporting.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explain the background of EVM
- Demonstrate how the integrated master schedule drives EVM baselines
- Compute schedule and cost performance indexes
- Compute and explain the estimate to complete and estimate at completion
- Relate how systems engineering and EVM cooperate for program success
- Create effective EVM reports and graphs

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





## FPM Courses

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### **FPM 121: Acquisition Fundamentals of Project and PM II** **5-Day Course / 40 CLPs**

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**Target Audience:**

Designed for new Program and Project Management professionals seeking their FAC-P/PM entry-level certification.

**Course Description:**

Gain the basic knowledge and skills needed by an entry-level project manager to successfully manage a small project or be an effective member of an integrated project team (IPT). Upon successful completion of this course, you will clearly understand how to fulfill entry-level program/project management obligations.

### **FPM 131: Fundamentals of Project and Program Management** **4-Day Course / 32 CLPs**

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**Target Audience:**

New Program and Project Management professionals seeking FAC- P/PM Entry certification.

**Course Description:**

This course provides the foundation for effective requirements development, systems management, and introduction to the life cycle of federal government projects and satisfies the Requirements Development and Management Processes, Systems Engineering, Test and Evaluation, and Life Cycle Logistics performance outcomes necessary for the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) at the Entry Level. The course also introduces topics to; Illustrate the Federal acquisition process and the key planning documentation used by program managers; Describe the roles and responsibilities of project managers across the project life cycle; Define and develop the foundations of a project plan, work breakdown structure (WBS), budget, schedule, and other resources; Manages and controls the project against the baseline; Close out a project effectively, Analyze the role of the program manager in developing and managing requirements, Discusses key technical management processes and tools used in systems engineering, Evaluate the importance of the test and evaluation process in acquisition decisions, Discuss the application of Total Life Cycle Systems Management (TLCSM), and Create an action plan.



## **FPM 132: Fundamentals of Contracting**

### **3-Day Course / 24 CLPS**

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#### **Target Audience:**

New Program and Project Management professionals seeking FAC- P/PM Entry certification.

#### **Course Description:**

This course provides the foundation for basic concepts required by the Contracting Competency and fundamentals needed to effectively manage Federal contracts and acquisitions and satisfies the contracting performance outcomes necessary for the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) at the entry-level. Program and Project Managers (P/PMs) are required to have a thorough understanding of federal contracting actions and the policies that apply to the acquisition process. This course provides an introduction to federal contracting and focuses on the different phases of the acquisition life cycle: acquisition planning, contract formation, and performance & administration. The course also introduces and explains; the things that must be done "right" to have a successful contracting process. Learning Objectives and Outcomes: Describe the purpose, goals, and roles & responsibilities of the federal acquisition system. Discuss the importance and key aspects of acquisition planning. Describe the elements of contract formation: solicitation, evaluation, and award. Explain the functions performed to terminate and close out a contract.

## **FPM 133 - Fundamentals of Business, Cost, and Financial Management**

### **3-Day Course / 24 CLPs**

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#### **Course Description:**

This course provides the foundation for effective cost estimating, federal budgeting, and implementing EVM on projects and satisfies the business, cost, and financial management performance outcomes necessary for the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) at the entry-level.

## **FPM 134 - Fundamentals of Leading Projects and Programs**

### **2-Day Course / 16 CLPs**

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#### **Course Description:**

This course provides the foundation for leadership which is critical to the success of all high-performing program and project managers and satisfies the leadership performance outcomes necessary for the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) at the entry-level. The specific topics of problem- solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication will be addressed. Exercises will be used to emphasize the importance of other essential leadership skills including teamwork, collaboration, and communication; personality types and preferences; negotiation skills; and organizational and team structures for optimum performance. The course covers key leadership skills including holding yourself and others accountable for project results,



building relationships, solving problems, managing conflict, communicating effectively, and demonstrating outstanding customer service.

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### **FPM 231: Application in Project and Program Management 4-Day Course / 32 CLPs**

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#### **Target Audience:**

Intended for Program and Project Management professionals seeking their FAC-P/PM Mid-level certification

#### **Course Description:**

Construct an overall acquisition strategy approach in a simulated integrated teaming environment. Emphasis is placed on crafting an integrated approach to systems management, including developing requirements, technology, and risk management; test and evaluation; and integrated logistics support.

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### **FPM 232: Application in Contracting 3-Day Course / 24 CLPs**

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#### **Target Audience:**

Intended for Program and Project Management professionals seeking their FAC-P/PM Mid-level certification.

#### **Course Description:**

Practice acquisition planning in an integrated team setting through a series of lectures, discussions, case studies, and practical exercises. Learn how to assemble an acquisition plan; account for contract risks; conduct market research; build effective contract incentives; navigate the challenges inherent with non-developmental and commercial item acquisitions; and craft performance work statements, statements of objectives, and statements of work.

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### **FPM 233: Application in Business, Cost, Financial Management 3-Day Course / 24 CLPs**

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#### **Target Audience:**

Intended for Program and Project Management professionals seeking their FAC-P/PM Mid-level certification.

**Course Description:** Develop application and analysis skills in estimating cost and using cost-related information to formulate and manage project financials and assemble a viable business case. Work through the steps of project budget formulation, execution, and financial reporting in compliance



with OMB guidance and procedure. Earned value management skills are practiced and applied as a tool for tracking contractor performance, managing risk, and adjusting project strategy.

## **FPM 234: Applied Leadership in Program and Project Management** **2-Day Course / 16 CLPs**

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### **Target Audience:**

Intended for Program and Project Management professionals seeking their FAC-P/PM Mid-level certification.

### **Course Description:**

Develop application skills in forming and leading integrated teaming arrangements. Learn how to use communication strategies to build alliances, focus decision-making, and resolve interpersonal and organizational conflicts. Develop critical thinking skills to process and synthesize information to arrive at new levels of insight regarding project risks, stakeholder engagement, and the political backdrop that affects projects and programs. Gain mentoring skills to lead a team to arrive at solutions to issues posing risks to project performance, and to take responsibility and accountability for their performance.

## **FPM-IT-511: Managing IT Projects** **4-Day Course / 32 CLPs**

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### **Description:**

This course focuses on the 20 performance outcomes from the FAC-P/PM Standard that require additional, IT-specific knowledge, skills, and abilities. The course focuses on these additional IT-specific performance outcomes to obtain the FAC-PPM-IT core- plus certification. The IT-specific outcomes were established based on the tenets in the 25-Point Implementation Plan to Reform Federal Information Technology Management. As directed by FAI, these performance outcomes must be demonstrated at the Mid- level.



# FPM 331: Progressive Concepts in Program Management

*A 4-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

You work in a Program Management position, or you can see that promotion on your horizon. This workshop is designed to elevate your perspective to support and defend the interests of your organization in the broadest possible sense. You will learn about systems thinking and how to integrate your program's needs and objectives within your agency and beyond. You will gain insight into systems engineering and how the FAR integrates with other laws and regulations to guide and control program scope, impact, and integration with peer-level missions. This workshop includes a combination of lectures, reading, independent research, small group discussion, and case study analysis. This workshop is one of four classes (FPM 332, FPM 333, and FPM 334) leading to FAI certification as a Senior-Level Program and Project Manager.

## **Learning Objectives & Topics Covered in this Workshop:**

- 1.3.1. Manage the analyses of user requirements to optimize system performance relative to cost and schedule
- 1.3.5. Evaluate analysis of alternative concepts that efficiently meet mission capability gaps.
- 2.3.1. Formulate, implement, and evolve a rigorous Systems Engineering (SE) management program that tracks engineering and specification requirements back to user/mission requirements
- 2.3.2. Evaluate technical management processes and tools used in the SE process, including configuration management, technical performance measures, and technical design reviews which ensure consistency of a product's attributes with its requirements and technical data information
- 2.3.3. Evaluate and evolve the process of developing technical solutions which link user requirements to technical performance and lead to the selection of a balanced design solution
- 2.3.4. Manage the development and application of effective system performance measures that provide an early indication the selected design solution will meet user requirements
- 2.3.5. Generate and appraise common decision analysis methods and tools

## **Audience:**

This workshop is designed for Project and Program Managers with at least four years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects, within the last ten years.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 32.0

**CEU Credits:** 3.2

## **Suggested Program**

**Prerequisites:** Entry- or Mid-level FAC-PPM certification, PMP certification, or instructor approval.

## **Advanced Preparation:**

None

## **NASBA Program Level:**

Advanced

## **NASBA Field of Study:**

Business

## **Delivery Method:** Group Live

– Live Virtual Classroom





- 2.3.7. Interpret and oversee program implementation of the provisions of the Information Technology Management Reform (Clinger-Cohen) Act
- 2.3.8. Evaluate common SE management strategies for information technology programs
- 2.3.9. Plan for the key processes employed in interface management, including the ability to trace system requirements through the software architecture
- 3.3.3 Oversee a comprehensive test and evaluation program, adjusting to program complexity and risk changes
- 3.3.4 Manage and critique a strategy for conducting user or operational testing that determines the operational effectiveness and suitability of a system under realistic operational conditions
- 3.3.5 Manage the programmatic and system impact and risk to program restructuring as a result of analysis and evaluation of developmental and operational test reports
- 4.3.5. Organize and track materiel management actions involving the coordination of production, inventory, location, and transportation of program items of materiel (and associated information and financial transactions) to achieve optimum readiness among organizations employing the system



## FPM 332: Progressive Contracting Strategies for Programs

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### Course Description:

You work in Program Management, as a Contracting Officer, Program-, Project-, or Portfolio-Manager, Logistician, or a host of other professions. You need to know more about how the largest categories of contracts are formed, managed, and retired. This workshop focuses on System- or Capital Asset-level Programs. You will learn how these mega-contracts work, their specific benefits, and their pitfalls. Throughout the workshop, you will focus on how to craft your complex acquisition using strategy, plans, schedules, risk analysis, and policy to maximize program impact while controlling schedule and cost control degradation. You will discuss the gateways that control when a contract can proceed from theory to prototype and onward to full production. This workshop includes a combination of lectures, reading, independent research, small group discussion, and case study analysis. This workshop is one of four classes (FPM 331, FPM 333, and FPM 334) leading to FAI certification as a Senior-Level Program and Project Manager.

### Learning Objectives & Topics Covered in this Workshop:

- 1.3.2. Facilitate the application of agency acquisition policies to meet user/mission requirements
- 1.3.3. Evaluate the preparation and implementation of an Acquisition Strategy with an ongoing risk/opportunity management process
- 1.3.6. Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan
- 1.3.7. Originate and manage an estimate of ownership cost ensuring consistency with OMB A-94 and PART analysis
- 1.3.8. Construct, employ, and then modify based on changes in the acquisition environment, a risk/opportunity management process
- 1.3.9. Manage the integration of business and technology management strategies, accounting for cost, schedule, and performance risks, that delivers the best value and meets capability requirements

### Audience:

This workshop is designed for Project and Program Managers with at least four years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects, within the last ten years.

### Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### Additional Information

**CPE Credits:** 24.0

**CEU Credits:** 2.4

### **Suggested Program**

**Prerequisites:** Entry- or Mid-level FAC-PPM certification, PMP certification, or instructor approval.

### **Advanced Preparation:**

None

### **NASBA Program Level:**

Advanced

### **NASBA Field of Study:**

Business Management and Organization

### **Delivery Method:** Group Live

– Live Virtual Classroom





- 2.3.6. Assess and evolve products, plans, and other documentation related to technical performance measurement, technical assessment, risk/opportunity management, and technical data management
- 3.3.1 Facilitate the development of a comprehensive test and evaluation strategy, designed to reduce program risks as the program progresses through the acquisition life cycle
- 3.3.2 Justify and communicate efficient and cost-effective methods for planning, monitoring, conducting, and evaluating tests of developmental, non-developmental, commercial, or modified systems to program stakeholders
- 5.3.1. Adapt pre-award actions required by FAR considering contract terms and conditions.
- 5.3.2. Collaborate with the program contracting officer and orchestrate the source selection process commensurate
- 5.3.3. Assess the coordination actions for the preparation of a comprehensive program specification and the Statement of Objectives (SOO), SOW, or Performance-Based Statement of Work (PSPW)
- 5.3.4. Manage the leadership and management processes associated with the integration of program planning and acquisition planning
- 5.3.5. Develop and defend the overall strategy for managing the coordination and development of the acquisition and contracting strategy, including the origination of the exit criteria for each acquisition phase as they apply to contracting
- 5.3.6. Facilitate the contractual relationship with domestic and international buyers outside the agency which sponsors the acquisition program
- 5.3.7. Construct and facilitate a negotiated baseline of performance between the operational users, and corresponding commercial and/or organic support providers
- 5.3.8. Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services
- 5.3.9. Orchestrate the preparation, implementation, and justification of a contracting approach within the Acquisition Strategy, along with an ongoing risk management process for that approach. with the complexity of the procurement



# FPM 333: Progressive Concepts in Business, Cost and Financial Management

*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

You cannot achieve your mission without money, but how much do you need, where will it come from, and how will you stay on budget? This workshop examines money issues for capital projects, including the cost estimate, budgetary request process, allocation, monitoring, and audits. You will build on the topics learned in FPM 331 & 332 – combining those lessons with higher-level FM planning to achieve new insights into how our largest – and riskiest – contracts are funded and managed at the department, agency, and OMB levels. This workshop includes a combination of lectures, reading, independent research, small group discussion, and case study analysis. This workshop is one of four classes (FPM 331, FPM 332, and FPM 334) leading to FAI certification as a Senior-Level Program and Project Manager.

## Learning Objectives & Topics Covered in this Workshop:

- 1.3.4. Identify, interpret, and implement agency financial policies and directives that apply to the program
- 4.3.1. Evaluate and implement appropriate, innovative alternative logistics support practices that evolve to optimize life cycle costs, maintain system readiness, and reduce logistics footprint
- 4.3.2. Critique a product support strategy where interoperability is required and evolve the strategy to achieve a balance in system performance, system readiness, and life cycle cost
- 4.3.3. Formulate and defend a performance-based logistics strategy that optimizes total system life cycle costs
- 4.3.4. Synthesize logistic analysis results and risk mitigation issues early in the system development process and implement balanced adjustments in the system design to reduce the required support resources and overall life cycle costs
- 6.3.1. Manage the application of Total Life Cycle Systems Management (TLCSM), or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability and manage the program risk of those decisions

## **Audience:**

This workshop is designed for Project and Program Managers with at least four years of program or project management experience, which shall include a minimum of one year of experience on Federal programs and projects, within the last ten years.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

## **Suggested Program**

**Prerequisites:** : Entry- or Mid-level FAC-PPM certification, PMP certification, or instructor approval.

## **Advanced Preparation:**

None

## **NASBA Program Level:**

Advanced

## **NASBA Field of Study:**

Business Management and Organization

## **Delivery Method:** Group Live

– Live Virtual Classroom





- 6.3.2. Oversee and facilitate program application of the common cost estimation techniques, applications, and their underlying analytical principles
- 6.3.3. Evaluate the program application of EVM, the criticality of the IBR or similar review process, and how to interpret the EVM indicators and resulting analysis
- 6.3.4. Forecast the need for and direct financial planning exercises, and understand the risks associated with the formulated financial plans from those exercises
- 6.3.5. Assess for merit a benefit-cost analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review
- 6.3.6. Manage the proper use of funds from each appropriation as well as interpret Appropriations law and the various appropriations categories
- 6.3.7. Identify, apply, and integrate agency financial policies and directives relevant to the program.
- 6.3.8. Evaluate the relevance and make programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria

TMS Objective: Understand ERP systems and their utility in program management.



## FPM 334: Executive Leadership in Program Management

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### Course Description:

You can craft the perfect program plan, but if the contractors and employees doing the work are not actively engaged in your mission, the plan will not succeed – you must lead them to success. This workshop will focus on the development of interpersonal and mentoring skills required to lead complex programs. Critical thinking is explored as a means for problem-solving and decision-making in potentially volatile, uncertain, complex, and ambiguous (VUCA) operating environments. You will gain awareness of how modeling responsible and accountable behaviors relates to the effective and efficient use of program resources. Stakeholder relationship skills will be gained through interactive small-group exercises. Participants will gain a global awareness of the linkage between organizational vision and objectives by examining Business Line of Sight (BLoS) models. With this, they will create real-world talking points and leadership methodologies to be used in strategic alignment efforts upon return to their workplaces. This workshop includes a combination of case study analysis, reading, independent research, small group exercises, lectures, and follow-up coaching sessions. OPM Executive Core Qualifications are addressed in this workshop.

### Post-Workshop Support:

**Rapid Workshop Huddle.** All graduates will be invited 7-10 days after the workshop to a one-hour online session to discuss topics suggested by the students, recommendations by the facilitator, and progress on the implementation of your progress plan.

**Leadership Coaching.** One-on-one coaching sessions will be offered 21-30 days after this workshop. Interested graduates will work with a coach to examine their action plans and any potential stumbling blocks on their way to success. TMS executive and leadership coaches will conduct coaching sessions that get results.

### Audience:

This course is designed for project and program managers with at least four years of program/project management experience, with a minimum of 1 year of experience on Federal programs and projects, within the last ten years.

### Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### Additional Information

**Certification:** FPM 334 meets the senior-level certification training requirements for the Federal Acquisition Certification for Program and Project Managers (FACP/PM).

**CPE Credits:** 16.0

**CEU Credits:** 1.6

### **Suggested Program Prerequisites:**

You are encouraged, **but not required**, to complete the FAC-P/PM level 3 training program prior to attendance.

**Advanced Preparation:** You must have already completed the FAC-P/PM level 1 and 2 training programs or have Career Manager approval.

**NASBA Program Level:** Advanced

**NASBA Field of Study:** Business Management and Organization

**Delivery Method:** Group Live – Live Virtual Classroom





### **Learning Objectives & Topics Covered in this Workshop:**

- Foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the program (ECQ - Leading People)
- Manage a long-term organizational view that fosters a shared vision and acts as a catalyst for change through successful program execution (ECQ – Leading Change)
- Organize and participate in a mentoring program for new project and program managers (ECQ - Leading People)
- Model well-developed oral and written communications skills and foster their development in subordinate project managers (ECQ – Leading People)
- Mentor individuals and integrated project teams (IPTs) to apply critical thinking to increase overall individual and team performance to meet program goals (ECQs - Leading People; Results Driven)
- Identify, assess, and resolve programmatic problems and use sound judgment to identify corrective courses of action (ECQ - Results Driven)
- Manage program resources through high levels of accountability and responsibility ECQ – Business Acumen; Results Driven)
- Facilitating business partnerships with the contracting officer, chief acquisition officer, senior-level agency advisors, other business advisers, and program stakeholders (ECQ – Building Coalitions)
- Evaluate local, national, and international policies and trends that impact the program, affect the organization, and shape stakeholders' views (ECQ - Building Coalitions)
- Oversee the formulation of program priorities aligned with organizational objectives and priorities and implement plans consistent with the long-term interests of the organization in a global environment (ECQ – Leading Change)



# Fundamentals of Leading Projects and Programs

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

This workshop is designed to provide new project and program managers with the tools and techniques needed to truly maximize the human resource potential of their teams and programs. Participants will explore proven practices and tailor theories to their approach to maximize their positive impact on their government teams. Key topics covered will be building genuine human relationships, interpersonal skills, effective business communication techniques, conflict resolution, problem-solving, decision-making, and understanding collaborative approaches to lead projects and programs to better results.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explore the roles and leadership responsibilities of project and program managers
- Understand how to build ownership, foster collaborative environments, and collectively address challenges
- Effective communication practices
- Increase the motivation of the government team
- Apply proven conflict resolution techniques
- How to deal with your new level of responsibility and authority in a manner that earns respect
- Identify objectives and key results for your team
- Building an effective customer service plan

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

## **Suggested Program**

**Prerequisites:** The Mindset of a Leader for Government Contracting Personnel

## **Advanced Preparation:**

None

## **NASBA Program Level:**

Basic

## **NASBA Field of Study:**

Personal Development

## **Delivery Method:** Group Live

– Live Virtual Classroom





# Fundamentals of Project and Program Management

*A 4-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This workshop is designed to provide an overview of the terms, tools, and techniques of project and program management. With a focus on managing cost, schedule, performance, and risk, this introduction to project (PM) and program management (PgM) will provide an overview of planning, executing, and surviving a program while addressing the hottest and latest trending project management topics. Students well suited to this workshop include newly appointed program office personnel and contracting officials who want a better understanding of the program side of contracting. This workshop discusses financial planning, funds management, risk management, systems engineering, configuration, change control, and working with external organizations like congress and the GAO.

## Learning Objectives & Topics Covered in this Workshop:

- Explain how program offices and contracting officials work together to acquire and manage contract outcomes
- Understand sources of funding, funds control, and key legal issues in funding execution
- Analyze program components and point out potential high-risk areas
- Explain the characteristics and benefits of a risk-aware organization
- Compare and explain the benefits and costs of earned value management

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 32.0

**CEU Credits:** 3.2

## **Suggested Program**

**Prerequisites:** Managing Multiple Priorities in the Acquisition Environment

**Advanced Preparation:** None

**NASBA Program Level:** Basic

**NASBA Field of Study:** Business Management and Organization

**Delivery Method:** Group Live  
– Live Virtual Classroom





## Human Resource Topics in P3

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*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Designed to provide conceptual and practical guidelines for leading people effectively and confidently toward challenging project objectives, this workshop focuses on the human effort required for project success. With a focus on what agendas and motivations support, or get in the way of your success, the course teaches people skills, not project management tools. This workshop will improve the leadership ability of engaged project and program managers and their staff. It is recommended for efforts that are either controversial or are having a challenging time achieving the momentum to get started.

### **Learning Objectives & Topics Covered in this Workshop:**

- Demonstrate communications skills to achieve project success
- Apply motivational models based on project needs
- Understanding and controlling conflict and politics in a project environment
- How to negotiate with stakeholders to achieve maximum public value
- Acknowledging and mitigating stress for the PM and project team

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





# Intermediate Project Management in Government Organizations

*A 3 or 4-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This workshop shows you how to firmly control any size project. You will learn how to get results consistently. No theories . . . this workshop firmly focuses on practical, how-to aspects of managing your projects with real-world examples. Gain powerful new skills to use today to control high-demand projects. The free handbook you receive in this workshop is a powerful guide you will use to get immediate results your management will notice, and one you will consult for years to come.

## Learning Objectives & Topics Covered in this Workshop:

- **Establishing priorities**
  - What is a project/program?
  - Why have project/program Management?
  - Project or functional management?
  - The real importance of vision and mission statements
- **Initiating the Project**
  - Using the Project Management Toolkit
  - The 5 steps shared by all successful projects
  - The importance of understanding requirements and specifications
  - Details of cost and schedule estimating
  - Two major reasons projects overrun
  - Issues for the project manager
  - Performance assessments (cost, schedule, and task)
  - Responsibility, authority, influence, and accountability
- **Successful Project Planning**
  - Developing the project objectives
  - The role of your customer
  - Scope definition
  - Structure of a plan
  - Techniques for developing a solid, integrated project plan
  - Refining initial cost and schedule estimates
  - How to build a truly useful work breakdown structure
  - Work packages
  - The right level of detail

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 24.0 – 32.0

**CEU Credits:** 2.4 – 3.2

## **Suggested Program**

**Prerequisites:** Problem-Solving and Decision-Making

## **Advanced Preparation:**

None

## **NASBA Program Level:**

Intermediate

## **NASBA Field of Study:**

Business Management and Organization

## **Delivery Method:** Group Live

– Live Virtual Classroom





- Implementing your plan
- Delegation with authority to succeed
- Setting measurement criteria
- Identifying and managing risk
  - Risk mitigation techniques
- **Scheduling the Project**
  - Formulating the project schedule
  - Schedule logic
  - The role of the WBS in developing accurate and detailed schedules
  - Schedule techniques
    - Bar charts, PERT, CPM, milestone, hybrid schedules
    - Pros and cons, principles for selection
    - When and how to use them; how to keep them current
  - Selecting key milestones
  - Importance of securing plan buy-in from stakeholders
  - Baseline schedules - what are they, how to build them, how to use them
  - How to integrate project cost, schedule, resources and quality
  - Identifying and adjusting inconsistencies
  - Coordinating other people's time and resources
- **Organizing the Project**
  - Tactics
  - The most key factor in organizational structures
  - Types of organizations
  - Identifying the best resources for the job
  - Dealing with resource limitations
  - When should alternative approaches be considered?
  - Handling conflict



# Introduction to Agile Project Management and Scrum

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

Most government projects are performed using the waterfall technique of project management. Industry, especially in the IT area, began in 2000 moving to a new set of tools and processes, Agile PM. This class is designed to provide you with an explanation of the differences between Agile and Waterfall and familiarize you with the Scrum system of Agile PM. You'll learn the pace, tools, and techniques of Scrum and how they can be explained to leaders with 100% waterfall (0% agile) PM experience.

## Learning Objectives & Topics Covered in this Workshop:

- The Agile Manifesto
- Understand how agile differs from traditional methods
- Identify and recognize the key principles of the agile methodology
- Understand the Scrum project lifecycle
- Explain key roles, responsibilities, and processes of an effective agile team
- Defining requirements through user stories
- Establishing the requirements backlog
- Sprints: planning, executing, closing, and retrospectives
- Briefing leadership about your agile project

## Audience:

This workshop is designed for all government personnel.

## Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## Additional Information

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** PM

Fundamentals Training or Experience as a PM

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Introduction to Systems Engineering

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Systems Engineering (SE) is often seen by non-practitioners as difficult, low-value, and an impediment to progress. As this class will show you, nothing could be further from the truth. SE needs to be understood from the portfolio level to be seen with clarity. The workshop provides an overview of both the systems engineering mindset and the tools used by systems engineers to improve success rates in development, sustainment, and generational evolution.

## **Learning Objectives & Topics Covered in this Workshop:**

- What's the origin of systems engineering?
- How systems engineering brings holistic management to government
- Learn the 30+ elements of systems engineering
- Good requirements: what they are and what they are not
- Setting the baseline and when to change it
- Using systems engineering as a fulcrum for positive change
- Translating the engineering lexicon for normal human beings
- Using the system engineering outputs to make better decisions
- Taking the lifecycle view: reliability, maintainability, and availability (RMA)
- Using verification and validation to overcome human biases

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** Contracting for Non-Contracting Personnel

**Advanced Preparation:**

None

**NASBA Program Level:**

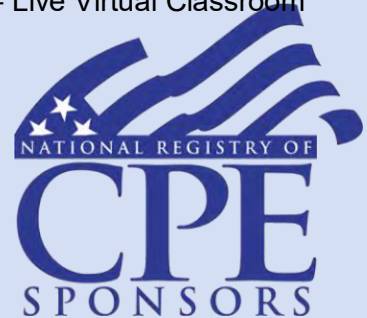
Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





# Leading and Managing High Performing Project Teams

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

All contracting efforts are undertaken by project teams, and the techniques and processes to effectively lead and manage today's project team in the government are rapidly evolving. This course takes participants on a journey to experience new approaches to effectively lead and manage project teams in today's government work environment. Learn how to increase influence and obtain buy-in from team members, regardless of the supervisory authority. This workshop shows you precisely what steps to take to make you more respected and your project team more effective.

## **Learning Objectives & Topics Covered in this Workshop:**

- Effective leadership strategies for matrixed teams
- Increasing influence and impact with or without formal authority
- Monitoring individual and team performance
- Defining team goals, objectives, and key results
- Addressing team problems
- Effective project team communication
- Managing resources effectively
- Addressing team dysfunction
- Motivating the project team

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** Leadership Skills for Contracting Professionals

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





# Microsoft Project 2019 for Government Projects

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Delivering your projects consistently on time creates a reputation for exceptional competence as a project manager. MS Project will help you by automating your scheduling, providing Gantt and CPM views that assist you in meeting your milestones. However, project can do far more if you reach further into the program and take a system-level program management perspective. Gain powerful new skills that you will use now - this workshop focuses on the practical, how-to techniques for immediate application to managing your projects. This workshop is for every contributor and manager responsible for planning, coordinating, tracking, reporting acquisition, financial, logistics, or technical projects. This workshop is invaluable for those new to managing projects and those with several years of work experience who want to continue their professional development and increase their skills.

## **Learning Objectives & Topics Covered in this Workshop:**

- Explain the background of how MS Project operates
- Use MS Excel to create reusable project templates quickly
- Setting custom calendars that match federal work schedules
- Establish and manage using your critical path
- Conducting "what if" analysis in MS Project
- Why and how to establish baselines

**Note:** If delivered in-person, this workshop requires that the customer provide a computer lab with MS Project 19 Standard (or cloud-based Level 1) loaded on a computer for each student. If delivered remotely (Live Virtual Instructor) every student must have MS Project 19 loaded and working on their computer. Both methods of delivery are limited to 15 students per class.

## **Audience:**

This workshop is designed for all government personnel familiar with management.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





## Portfolio Management Foundation

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*A 4-Hour Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

This workshop is designed to provide an overview of how project and program success is driven by intelligent, mission-driven decisions by senior leaders using portfolio management (PfM) principles. Based on strategic planning, this workshop blends perspectives on organizational risk tolerances, capacity and capability management, and public value delivery to create a portfolio roadmap.

Well suited to those being prepared for the Senior Executive Service (or flag officers) this workshop deals with portfolio management in the 5- to the 10-year horizon as part of a project, program, and portfolio (P3) strategic structure.

### **Learning Objectives & Topics Covered in this Workshop:**

- Explain and define the portfolio lifecycle
- Describe how to manage strategic alignment
- Select alternatives to balance capacity and capability
- Identify and manage strategic stakeholders
- Define and deliver expected public value
- List the steps to creating a successful portfolio roadmap

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 4.0

**CEU Credits:** 0.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Specialized Knowledge

**Delivery Method:** Group Live

– Live Virtual Classroom





# Project Management Foundation

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*A 1-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Designed to provide an overview of the terms, tools, and techniques of project management (PjM). Introduces traditional (Waterfall), agile (Scrum), and European (Prince2) methodologies and compares the strengths and weaknesses of each approach. Well suited to newly appointed supervisors and those starting an education in the P3 environment.

## **Learning Objectives & Topics Covered in this Workshop:**

- Define and differentiate between Waterfall, Scrum, and Prince2 methodologies, and for each system list the core PjM outputs (artifacts)
- Explain how to manage scope
- Understanding cost control methods
- Describe phases or decision gates
- Explain the benefits and challenges involved
- Understand common PjM certification standards
- Give examples of how your organization can improve
- Identify tools used in the various stages of PjM

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0

**CEU Credits:** 0.8

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





# Project Management in Government Organizations

*A 2 or 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This workshop shows you how to firmly control any size project. It firmly focuses on practical, how-to aspects of managing your projects with real-world examples. The competencies addressed in this workshop are customer service orientation, conceptual and strategic thinking, judgment and analytical thinking, flexibility, Initiative, communication and persuasion, standards of excellence and efficiency, use of influence strategies, working through others, entrepreneurial achievement, leadership, group management, and organizational awareness.

## Learning Objectives & Topics Covered in this Workshop:

- Mentoring and leading the project team
- Defining and initiating the project
- Successful project planning
- How does the contractor plan the project?
- Budgeting
- Dealing with change and conflict—procedures for avoiding the traps and staying in charge
- Scheduling the project
- Managing the project scheduling process
- Informal and better approaches
- Organizing & directing the project
- Evaluating and adjusting course

\*Additional learning objectives for 3-day workshop

- Additional hands-on exercises
- Effective project communication techniques
- Managing project priorities
- Organizational and personal motivation
- Confronting poor performance
- Build a project plan in class

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0 – 24.0

**CEU Credits:** 1.6 – 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live – Live Virtual Classroom





## Scheduling for Program Managers- CPM and Gantt Deep

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

Designed to assist program managers in actively using Critical Path Method (CPM) and Gantt charts to make informed and intelligent decisions about project execution, this class covers the terms, tools, techniques, and policies that are required for project and program success. Spending more time on subjects touched on in other workshops, you will learn to manage complex task relationships, lags, or leads, and make “what if” judgments based on actual case studies. This workshop is well suited for experienced program and project managers who want to make better high-pressure decisions by creating more realistic plans.

### **Learning Objectives & Topics Covered in this Workshop:**

- Define scheduling terms and practices
- Understand the use of multiple baselines to explain project variation
- Create CPM and Gantt charts in depth
- Match project slack with risk analysis to improve on-time delivery
- Correlate integrated master plans and schedule elements

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Intermediate

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live

– Live Virtual Classroom





# Change Management: How to Successfully Introduce and Deal with Changes in the Workplace

*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## Course Description:

This workshop is designed to create a positive work environment that promotes cooperation by learning how to deal more effectively with change when it occurs. Learn to modify and adapt goals, respond to issues before they reach crisis mode, and control anxiety. This workshop will focus on individual and organizational change.

## Learning Objectives & Topics Covered in this Workshop:

- Learn the ADKAR Change Management Model
  - Awareness of the need to change
  - Desire to create, support, participate in and lead change
  - Knowledge required to implement and introduce change
  - Ability to affect the change
  - Reinforce the changes made while continuing to champion change
- Reduce individual anxiety and stress by learning to find control, understanding, support, and purpose amid change and transition
- Reduce conflicts and tension among staff
- Create means of understanding and controlling change
- Identify preferred personal approaches to processing change and transition
- Focus on and define the specific challenges of the change situation
- Interpret and reflect on personal feelings, behaviors, and expectations of the changing situation
- Act and respond in constructive ways to the change situation based upon this new learning experience and then take positive steps to move forward

## **Audience:**

This workshop is designed for government managers and leaders.

## **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





## Data Analytics and Data Driven Decision

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

In this workshop, participants learn how to conduct powerful data analysis using basic tools and easy-to-implement analysis techniques. Increase your chances of organizational success with focused data and evidence-driven decisions using a proven five (5) step process taught in this course.

Leaders and managers who aren't analysts still should have sufficient analytical competency to evaluate proposed projects and ideas using an evidence-based approach. This workshop teaches participants multiple effective techniques to analyze data. Establishing an analytical approach to decision-making and resource allocation allows capable managers to use evidence to assess and choose projects and proposed ideas that generate the greatest outcomes and best odds of success. This workshop firmly focuses on the practical, specific how-to techniques of conducting effective and impactful data analysis.

Additionally, this workshop teaches participants how to develop a data analysis framework that ensures they are asking the right questions, looking at the right data, and identifying the factors that drive organizational success.

### **Learning Objectives & Topics Covered in this Workshop:**

- Three key questions to ask to build your analytics agenda
- Data driven leadership
- Understand effective data display techniques
- Apply effective planning and preparation techniques and tools
- Understand how to use your data and analysis to tell a compelling story
- Understand the right questions to ask
- How to build an analytical plan
- 5 Step Data-Driven Decision-Making Process
- Understand Analytical Techniques
  - Aggregate Analysis
  - Correlation Analysis
  - Trends Analysis

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





- Predictive Analysis
- Segmentation
- Life Cycle Analysis
- Apply preparation, organizing and analytical techniques
- Apply a variety of analytical methods in class



## Dealing with Difficult People

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*A 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### **Course Description:**

One of the key elements of performance-based management in government is the ability to get results through other people. This practical, skills-oriented program provides insights into human behavior at work, improves communication skills so people respond positively, and enhances the motivational tools associated with top performance. Participative leadership concepts are integrated into current issues such as working with the problem employee, gaining buy-in for change, conflict resolution skills, and holding effective meetings. Communication models emphasizing personal understanding and consensus agreements are used along with exercises and simulations for integrative learning.

### **Learning Objectives & Topics Covered in this Workshop:**

- Understand personality styles and their impact on people
- Anticipate and avoid communication games—a language audit
- Avoiding communication breakdowns—causes and solutions
- Identify reasons good people act irrationally getting back on track
- Planning for personal engagement—effective techniques
- Develop strategies for turning unpleasant conversations into constructive interaction
- Environmental factors that create behavior problems
- Develop solutions that work for all sides

### **Audience:**

This workshop is designed for all government personnel.

### **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### **Additional Information**

**CPE Credits:** 16.0

**CEU Credits:** 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Communications and  
Marketing

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Increase Your EQ: How to Develop Your Emotional Intelligence Skills

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*A 1 or 2-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

Recent studies by OPM and the Department of Labor have shown that those with higher competency in interpersonal skills and Emotional Intelligence (EQ) are higher performers, viewed more positively by their managers, and get promoted faster. This workshop will take participants step-by-step through proven processes and techniques to improve EQ. Participants learn the meaning and value of EQ and gain personal insight into their own EQ competencies through self- assessment. Each participant will build a personal development strategy in class that is applicable to the government work environment.

## **Learning Objectives & Topics Covered in this Workshop:**

- Understand the benefits of developing Emotional Intelligence (EQ)
- Define EQ competencies and origins
- Apply the researched EQ competency framework to optimize professional performance
- Build a personal EQ development strategy
- Conduct a personal EQ assessment
- Apply tools and techniques for increasing competence in the four domains of emotional intelligence

## **Audience:**

This workshop is designed for all government personnel.

## **Toolkits:**

Receive a Student Handbook and Online Toolkit, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 8.0 – 16.0

**CEU Credits:** 0.8 – 1.6

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live  
– Live Virtual Classroom





# Leadership and Management for Non-Managers and Aspiring Supervisors

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*A 3-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

## **Course Description:**

The intensive seminar is designed for individuals who are not currently in supervisory or managerial positions but currently hold key leadership roles in their organization or are interested in assuming such a role in the future. This seminar will help you develop informal leadership skills to influence positive organizational success without positional authority.

## **Learning Objectives & Topics Covered in this Workshop:**

- Develop an understanding of how to influence positive organizational success without positional authority
- Define leadership and what it means to you
- Understand the differences between leadership and management
- Develop the framework for and a strategy to expand your sphere of influence
- Understand the “why” of difficult employees
- Learn ways to influence the situation using the get, give, merge model of communication

## **Audience:**

This workshop is designed for government managers and leaders.

## **Toolkits:**

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

## **Additional Information**

**CPE Credits:** 24.0

**CEU Credits:** 2.4

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Personal Development

**Delivery Method:** Group Live

– Live Virtual Classroom





## New Supervisors Workshop

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*A 5-Day Hands on TMS Experience  
Delivered in Live or Live Virtual Classrooms!*

### Course Description:

The one-week interactive seminar is designed to provide participants with the knowledge and skills necessary to help them meet the current and ever-changing challenges facing Federal supervisors and managers today. Participants will learn to lead effectively using proven hands-on techniques to inspire the workforce and achieve immediate results.

### Learning Objectives & Topics Covered in this Workshop:

- Understand and create an organization culture
- Master techniques for planning, organizing, delegating, problem-solving, and decision-making
- Build high performing teams
- Develop a vision
- Design a personal individual development plan

### Audience:

This workshop is designed for government managers and leaders

### Toolkits:

Receive a **Student Handbook** and **Online Toolkit**, containing tools such as checklist, tips, techniques, and numerous other tools to help you use your new skills immediately.

### Additional Information

**CPE Credits:** 40.0

**CEU Credits:** 4.0

**Suggested Program**

**Prerequisites:** None

**Advanced Preparation:**

None

**NASBA Program Level:**

Basic

**NASBA Field of Study:**

Business Management and Organization

**Delivery Method:** Group Live  
– Live Virtual Classroom

