

2024



COURSE CATALOG

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Our Mission:

At Business Management Research Associates, Inc. (BMRA), we strive to provide high-quality, flexible, custom training and consulting to government and industry partners. Our courses are built and taught by Subject Matter Experts (SMEs) that have personal, in-depth knowledge of various agencies and departments. These experts speak the language and develop content that is relevant and directly applicable to your job and performance.

Not all training vendors will go the extra step to find Subject Matter Experts (SMEs) with agency centric knowledge, but at BMRA that is our signature. We truly believe that if you can “see” how to apply the knowledge directly to your job, it will ensure the highest results. We offer more than 250 up-to-date training courses and look forward to learning more about your needs and how we can help.

Contact us at businessdevelopment@bmra.com, call us at (703) 691-0868 Ext. 100, or reference www.bmra.com for more information.



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About Us:

Business Management Research Associates, Inc. (BMRA) is a **Service-Disabled Veteran-Owned Small Business (SDVOSB)** with 50 years of experience in acquisition, program/project management, and leadership training and consulting. Our customers include federal and defense agencies, state and local governments, and private industry, both domestically and overseas. BMRA has a fully-staffed support office located in the National Capital Region.

BMRA's quality courses, instructors, and consultants are responsible for advancing the careers of more than **500,000** government and industry employees. We enable the rapid adoption of workplace standards and practices, countless hours of increased productivity, and decreased workplace errors. BMRA's history is grounded in the continuous improvement of government processes and people. Our founder, Donald E. Sowle, was a member of the Commission on Government Procurement, a panel giving rise to the Federal Acquisition Regulation, and served as Administrator of the Office of Federal Procurement Policy from 1981 - 84. Decades later, we continue to improve workplace processes by delivering timely, customized content, training, and targeted consulting. Our goal is to meet the ever-evolving training needs of those who serve and contribute to the public trust.

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BMRA in the Community

As a Service-Disabled Veteran-Owned Small Business (SDVOSB), it is a privilege to give back to those who served. BMRA does this through our volunteer efforts with Willing Warriors. Willing Warriors is a 501 (c)(3) charity organization located in Northern Virginia that offers warriors and their families a "home away from home." They do this with their 37-acre retreat that offers programs and services that allow the wounded warrior and their family to relax and enjoy time together at no cost. Warriors and their families stay for one week and get to enjoy activities, amenities, and exciting programs away from the hospital environment. The retreat is all about being able to heal both emotionally and spiritually while building memories with your family.



Every September, Willing Warriors hosts the Warrior Ride, a charity bike ride event to support wounded warriors. All proceeds of this event go to the Warrior Retreat at Bull Run in Virginia, described above. BMRA employees and their families ride or volunteer at various stops to help refuel and cheer on those that ride.

Every November, around Veterans Day, BMRA staff volunteer at the retreat itself. This volunteer opportunity is about helping make the retreat a welcoming place for the warriors and their families by beautifying the grounds around the homes and sometimes within the homes themselves.

To find out more information about Willing Warriors or to donate, visit <https://www.willingwarriors.org/>.



Warrior Retreat at Bull Run Lang House. The Lang House is the original home on the property, which was fully renovated and opened July 4th, 2015, to host Warrior families.

A photo of the Warrior Retreat entrance, welcoming families to their "Home Away From Home."

Credentials and Certifications

BMRA is always working to provide more for our agency partners and students. Thanks to our partnerships, in addition to Continuous Learning Points (CLPs), many courses in our catalog can set you on a path to other credentials and certificates.



BMRA is a Project Management Institute (PMI®) Authorized Training Partner (ATP). Review our courses pages throughout the catalog for what courses are eligible for Professional Development Units (PDUs) and amount each course has available.



In 2023, BMRA adopted the National Contract Management Association's (NCMA®) Contract Management Standard (CMS™) and the Contract Management Body of Knowledge (CMBOK®). Through this adoption, BMRA has made a commitment to map all our contracting courses to competencies with the CMS and CMBOK. As you look through our contracting courses, you will find codes denoting the CMBOK competencies and sub-competencies covered in each course.

Use the key to the right to see what each code means.



BMRA offers Defense Acquisition University (DAU)-equivalency for many of our contracting/acquisition courses. Taking these courses set you on a path for professional contracting certification under Defense Acquisition Workforce Improvement Act (DAWIA) and Federal Acquisition Certification in Contracting (FAC-C) Certification courses.



BMRA maintains a relationship with the National Grants Management Association, a leading group for grants management professionals. Through our network of experienced Grants Subject Matter Experts and NGMA-certified instructors, BMRA offers courses that will help you expand your skills and pursue your federal grants certification.

CMBOK Competencies:

The below key outlines the codes you will see on our Contracting Courses. These codes show you how our courses align with CMBOK and CMS.

A. Leadership

- A.1 Competence
- A.2 Character
- A.3 Collaboration
- A.4 Emotional Intelligence
- A.5 Vision

B. Management

- B.1 Business Management
- B.2 Change Management
- B.3 Financial Management
- B.4 Project Management
- B.5 Risk Management
- 1.0 Guiding Principles
 - 1.1 Skills and Roles
 - 1.2 Contract Principles
 - 1.3 Standards of Conduct
 - 1.4 Regulatory Compliance
 - 1.5 Situational Assessment
 - 1.6 Team Dynamics
 - 1.7 Communication and Documentation
- 2.0 Pre-Award
 - 2.1 Plan Solicitation
 - 2.2 Request Offers
 - 2.3 Plan Sales
 - 2.4 Prepare Offer
- 3.0 Award
 - 3.1 Price or Cost Analysis
 - 3.2 Conduction Negotiations
 - 3.3 Select Source
 - 3.4 Manage Disagreements
- 4.0 Post-Award
 - 4.1 Administer Contract
 - 4.2 Ensure Quality
 - 4.3 Manage Subcontracts
 - 4.4 Manage Changes
 - 4.5 Close Out Contract
- C. Learn
 - C.1 Continuous Learning
 - C.2 Individual Competence
 - C.3 Organizational Capability

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Contracting Courses



DAWIA/FAC-C Contracting Courses

BMRA's contracting courses meet Defense Acquisition University (DAU) equivalency for DOD Professional Contracting Certification and adhere to the Federal Acquisition Institute (FAI) standards for FAC-C certification.

Defense Acquisition Workforce Improvement Act (DAWIA)

The Defense Acquisition Workforce Improvement Act (DAWIA) is the education and training path of the Department of Defense. There are seven career fields within the DOD acquisition workforce, all of which carry certification and have required training for entry. BMRA offers the certification courses required for career field entry as a contracting professional.

DAWIA certification is only available to DOD employees, military, and civilians assigned to an acquisition coded position, as well as select military officers whose career development will include assignment to acquisition coded positions. Reference DOD career fields at <https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx> for specific details on how to achieve your DAWIA certification.

Federal Acquisition Certification in Contracting (FAC-C)

Complete your Federal Acquisition Certification in Contracting (FAC-C) with BMRA's training courses that are verified as DAU equivalent and meet FAI's contracting training framework. Our courses implement adult learning techniques to make them easily applicable within your workplace. Reference the FAC-C training framework required for all federal contracting professionals at: <https://www.fai.gov/certification/fac-c>.

National Contract Management Associate (NCMA)

Our contracting courses also align with the National Contract Management Association (NCMA)'s Contract Management Standard™ (CMS) and the Contract Management Body of Knowledge™ (CMBOK). The CMS™ is approved by the American National Standards Institute (ANSI) and serves to define contract management and the associated processes in the contract lifecycle.

By taking BMRA courses, you will gain a firm foundation for your contracting career, starting with the basics of contract formation and regulatory fundamentals. From there, BMRA can help you build career skills through a wide variety of course electives. Our courses apply real solutions to real problems and enable you to gain critical workplace skills.

Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100.

DAWIA/FAC-C Roadmaps

Participants should check with their Acquisition Career Manager (ACM) or Defense Acquisition Career Management (DACM) Office for any particular course requirements for their agency.

DAWIA/DoD Contracting Professional Certification

Twelve months full-time experience applying a representative sample of contracting competencies.

Equivalent experience may be considered in government or industry but must be documented and presented in detail. Representative samples of contracting competencies will be determined by the component.

Completion of the following courses

CON 1100: Contract Foundational Skills
CON 1200: Contract Pre-award
CON 1300: Contract Award
CON 1400: Contract Post-award

Pass the closed book, comprehensive CON3990V Contracting Certification. Exam is graded on a pass/fail basis, with a minimum passing score of 70%.

DAWIA Contracting Certified

Continuous Learning Requirements

80 hours of Continuous Learning (CL) every 2 years per DoDI 5000.66

Federal Acquisition Certification in Contracting (FAC-C)

Fulfilled the Office of Personnel Management (OPM)'s 1102 Hiring Qualification Standards

Applied 1 year of full-time experience - a representative sample of the technical contracting competencies

Completion of the following courses

CON 1100: Contract Foundational Skills
CON 1200: Contract Pre-Award
CON 1300: Contract Award
CON 1400: Contract Post-Award

Score 70% or greater on the Contracting Certification Exam, a 150-question closed-book examination

FAC-C Certified

Continuous Learning Requirements

May 1, 2022 - April 30, 2024: 80 credits
Starting May 1, 2024: 100 credits

ACQ 265: Mission-Focused Services Acquisition

Description

This four-day course uses a team-based approach and hands-on learning activities following guidance in the Guidebook for the Acquisition of Services. Through group work, you will use the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies. You will fortify your skills in developing and defining service requirements, supporting business programs, and effectively managing the resulting contractor performance.

Learning Objectives

- Discuss and apply the seven-step service acquisition process
- Learn and apply best practices in requirements mapping for evaluation of contractor services
- Examine the principles of the service acquisition process through interactive, hands-on learning examples
- Develop best processes for contractor selection and award
- Assess the importance of the planning phase
- Design an effective requirements document
- Implement effective processes for selecting a contractor and assessing contract performance

Course ID:

ACQ 265

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

NCMA Competencies:

A.2	A.3
B.1	B.5
C.1	C.2
C.3	1.1
1.2	1.3
2.0	3.0

ACQ 315: Understanding Industry (Business Acumen)

Description

This five-day course will provide you with an industry perspective of balancing business decisions based on competing factors to ensure profitability, predictability, and vitality. During this course, you will examine relationships, processes, and takeaways from a company's viewpoint to help you understand business perspectives within the work you complete for organization. By the end of this course, you will understand how to align company strategies, finances, and operations that motivate decisions to meet company goals.

Learning Objectives

- Identify the characteristics that make up the different types of negotiation strategies outlined in the course
- Differentiate how various contract types and incentives impact industry behavior
- Explain differences between contract types and the impact those differences have on strategy selection and expected outcomes
- Apply risk and return considerations to capital budgeting
- Understand what incentivizes companies, and how those incentives affect behavior
- Communicate more effectively using "business language"

Course ID:

ACQ 315

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.1
B.2	C.1
C.2	1.1
1.2	1.3
3.0	4.0

ACQ 3700: Acquisition Law

Description

This five-day course provides an overview of government contract law intended for the experienced acquisition professional. You will learn about contract law, intellectual property and technical data rights, fiscal law, protests, claims and disputes, and ethics. This course is designed to be highly interactive by building the case readings and materials into the lecture through interrogatories directed at the students. By the end of this course, you will increase your capabilities and knowledge of government contract law.

Learning Objectives

- Determine the constitutional, statutory, regulatory, and decisional authorities applicable to both commercial and governmental acquisitions
- Identify, discuss, support, and defend the statutory, regulatory, and decisional restrictions applicable to the expenditure of appropriated funds
- Support and defend a given position by applying the concepts associated with performance under government acquisition
- Discuss the process for prosecuting a protest in a government acquisition and differentiate the various decisions of actual case law

Course ID:

ACQ 3700

Length: 5 days

CLPs: 51

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
C.1	C.2
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	3.0
3.1	4.0

CON 1100: Contract Foundational Skills

Description

This eight-day course will provide you with basic skills and foundations required for navigating the contracting field. During this course, you will acquire and apply a variety of competencies such as understanding market research, the elements of a contract, contract types and more. In addition to learning these contracting competencies, you will understand how to research the regulatory guidance. When researching, you will then be able to apply the guidance to your organization's contracting requirements. By the end of this course, you will be prepared to enter the contracting field with a variety of soft skills and contracting basics in your tool belt.

This course is also available as a 19-day blended option, for more information contact businessdevelopment@bmra.com or call us at 703-691-0868 ext. 100.

Learning Objectives

- Define the ethical behavior expected of all contracting professionals and their organizations
- Recognize general contracting concepts and understand the contracting process
- Navigate the FAR to arrive at an appropriate solution
- Explain how the collective acquisition team functions together to successfully accomplish the mission
- Identify the parts of a solicitation and contract
- Recognize how communication and documentation impact overall contract management effectiveness
- Given a contracting scenario with lessons learned, apply acquisition life cycle principles to the management of current and future contracts
- Identify all aspects and phases of the Acquisition process

Course ID:

CON 1100

Length: 8 days

CLPs: 64

PDUs: 64

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	C.1
C.3	1.2
1.4	1.6
4.0	4.1

CON 1200: Contract Pre-Award

Description

This eight-day course will teach you the steps required to effectively shape internal customer requirements and describe a solicitation. You will also learn how to summarize the major components of acquisition strategy or plan. You will also gain the necessary skills to review and understand risk analysis and apply mitigation principles to the risks. With the success of this course, you will be able to handle more complex contracting requirements.

This course is also available as a 19-day blended option, for more information contact businessdevelopment@bmra.com or call us at 703-691-0868 ext. 100.

Learning Objectives

- Summarize the steps required to effectively shape internal customer requirements
- Recognize effective teaming and joint venture arrangements
- Explain the objectives and goals of conducting market research
- Identify responsibilities of the capture team and how a company evaluates an opportunity
- Describe a solicitation to include the terms and conditions that need to be included in solicitation

Course ID:

CON 1200

Length: 8 days

CLPs: 64

PDU: 64

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
C.1	C.2
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
3.0	3.1

CON 1300: Contract Award

Description

This eight-day course will help you understand contracting competencies in the solicitation and contract award phases. This includes conducting price or cost analysis, planning negotiations, selecting a source, and understanding protests. By the end of this course, you will understand the importance of policies, procedures, and all requirements for the award and post-award phases of the acquisition process.

This course is also available as a 19-day blended option, for more information contact businessdevelopment@bmra.com or call us at 703-691-0868 ext. 100.

Learning Objectives

- Summarize cost realism analysis techniques
- Define the basic steps in the negotiation process and the different negotiation styles
- Identify the policies and procedures for planning contract negotiations and for protests
- Outline the process for the initial screening of offers to include pre-negotiation conferences and RFIs
- Interpret the protests process from the buyer's and seller's perspective

Course ID:

CON 1300

Length: 8 days

CLPs: 64

PDU: 64

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
C.1	C.2
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
3.0	3.1

CON 1400: Contract Post-Award

Description

This eight-day course addresses general principles related to topics such as contract administration, quality assurance in post-award, managing subcontracts, and subcontracting with small businesses. This course also examines the skills and competencies necessary to the acquisition professional that are required for the post-award phase and ensuring the government receives what was asked for in the requirement.

This course is also available as a 19-day blended option, for more information contact businessdevelopment@bmra.com or call us at 703-691-0868 ext. 100.

Learning Objectives

- Summarize the steps required to effectively shape internal customer requirements
- Recognize effective teaming and joint venture arrangements
- Identify responsibilities of the capture team and how a company evaluates an opportunity
- Explain the importance of contract administration
- Describe the necessary steps to ensure proper subcontract administration is occurring
- Distinguish various quality programs for both the government and contractor to utilize

Course ID:

CON 1400

Length: 8 days

CLPs: 64

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.3	B.5
C.1	C.2
1.1	1.2
1.3	1.4
1.5	1.6
1.7	4.0
4.1	4.2

CON 216: Legal Considerations in Contracting

Description

This five-day course focuses on legal considerations in the procurement process. You will be introduced to the basic principles and sources of law relevant to procurement, including fiscal law. This course will also address various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination. With the knowledge and successful completion of this course, you will be able to apply legal and ethical determination to your organization's requirements.

Learning Objectives

- Discuss the legal and ethical principles that apply to government contracts
- Recognize legal considerations related to intellectual property
- Identify different processes by which challenges may be filed against a federal acquisition
- Define the legal obligations of both parties when a contract performance issue arises
- Examine formal dispute resolution procedures under the Contract Disputes Statute
- Identify criminal, civil, and administrative remedies for contract fraud
- Choose the appropriate tool for recovering monies owed the government

Course ID:

CON 216

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.4
B.5	B.6
C.1	C.2
1.2	1.4
1.6	1.7
2.0	3.0
4.0	

CON 2420: Architect-Engineer Indirect Rates

Description

This five-day course will focus on the development of indirect rates in the Architect-Engineer (A-E) community. This course uses discussions, examples, and exercises to show you the impact that different types of cost have on indirect rates and discuss direct rates and develop a new rate based on allowable, allocable, and reasonable costs. Through this course, you will learn about the different factors that impact indirect rates and how inflation affects Indefinite Delivery indefinite Quantity contracts, as well as other government contracting vehicles through the base year and any option years.

Learning Objectives

- Explain and justify applicable cost principles specific to A-E contracting estimates and/or cost proposals when preparing a government estimate or evaluating an A-E proposal
- Evaluate managerial cost accounting information, from the business advisor's perspective, to assess contractor overhead pools and develop indirect rates
- Analyze a contractor's indirect rate structure (pool composition), to express effects on current and future billings should the contractor's circumstances change
- Interpret pertinent government regulations, processes, and contract provisions, from the business advisor's perspective, to properly advise acquisition strategy and programmatic risk

Course ID:

CON 2420

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.2
B.5	B.6
C.3	1.2
1.3	1.4
1.5	1.6
2.0	2.1
3.1	

CON 2430: Architect-Engineering Services Contracting

Description

This five-day course focuses on contracting for architect-engineers, covers issues across the contracting spectrum, including acquisition planning, source selection, contract award, and contract management. Specific topics and practical exercises will allow you to learn the Selection of Architects and Engineers statute, and selection process, the review of government estimates, liability, Title II services, modifications, and Contracting Officer's Representative (COR) responsibilities. With the successful completion of this course, you will have an in-depth understanding of Architect-Engineering services and apply this knowledge to requirements within your organization.

Learning Objectives

- Determine if the services require Selection of Architects and Engineers Statute procedures and identify basic steps necessary for a given requirement
- Explain the purpose of advertising A-E requirements
- Distinguish between the different types of options which may be written into the contract
- Breakdown the information that is contained in the qualification's statements (Standard Form 330)
- Identify the essential elements of a A-E price negotiation memorandum

Course ID:

CON 2430

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.4
B.5	B.6
C.1	C.2
1.2	1.4
1.6	1.7
2.0	3.0
4.0	

CON 2440: Construction Contracting

Description

This five-day course focuses on unique construction contracting issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Construction Wage Rate Requirements statute, and modifications. Due to the complex nature of this business, you will be required to research outside of the FAR, including supplements, environmental law, fiscal law, zoning regulations, and public safety. With the knowledge gained upon successful completion, you will be able to understand how a construction contract works from pre-solicitation to post-award.

Learning Objectives

- Discuss the policies of the FAR in Construction Acquisition Planning
- Examine the impact of environmental planning in construction projects
- Describe the purpose of holding a pre-bid or proposal conference
- Determine if a Pre-Solicitation Notice is required
- Analyze construction contract documents requiring evaluation
- Explain the contractor responsibilities in construction quality assurance

Course ID:

CON 2440

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.4
B.5	B.6
C.1	C.2
1.2	1.4
1.6	1.7
2.0	3.0
4.0	

CON 2450: Construction Modification Proposal Analysis

Description

This five-day course will assist you in learning about analyzing contractor proposals and taking a deeper dive into cost and price analysis. You will also learn more about conducting technical analysis as well as how to conduct modifications after award. You will go through actual contractual documents, finding errors and fixing the issues. With this knowledge, your contracting writing skills that you utilize daily will drastically improve.

Learning Objectives

- Analyze and execute technical, cost, and price analyses that lead to the development of formally written Technical Analysis and Pre-Negotiation Memorandum that will result in a successful negotiated modification
- Understand the roles and responsibilities of each team member in proposal analysis and negotiations and the team as a whole
- Evaluate data to create a technical analysis report
- Interpret a technical analysis report and recognize when more is needed
- Perform a cost/price analysis determining adequate market tools in performing this analysis
- Document the technical and cost/price analysis in a pre-negotiation memorandum; understanding the appropriate level of analysis required for the level of effort

Course ID:

CON 2450

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

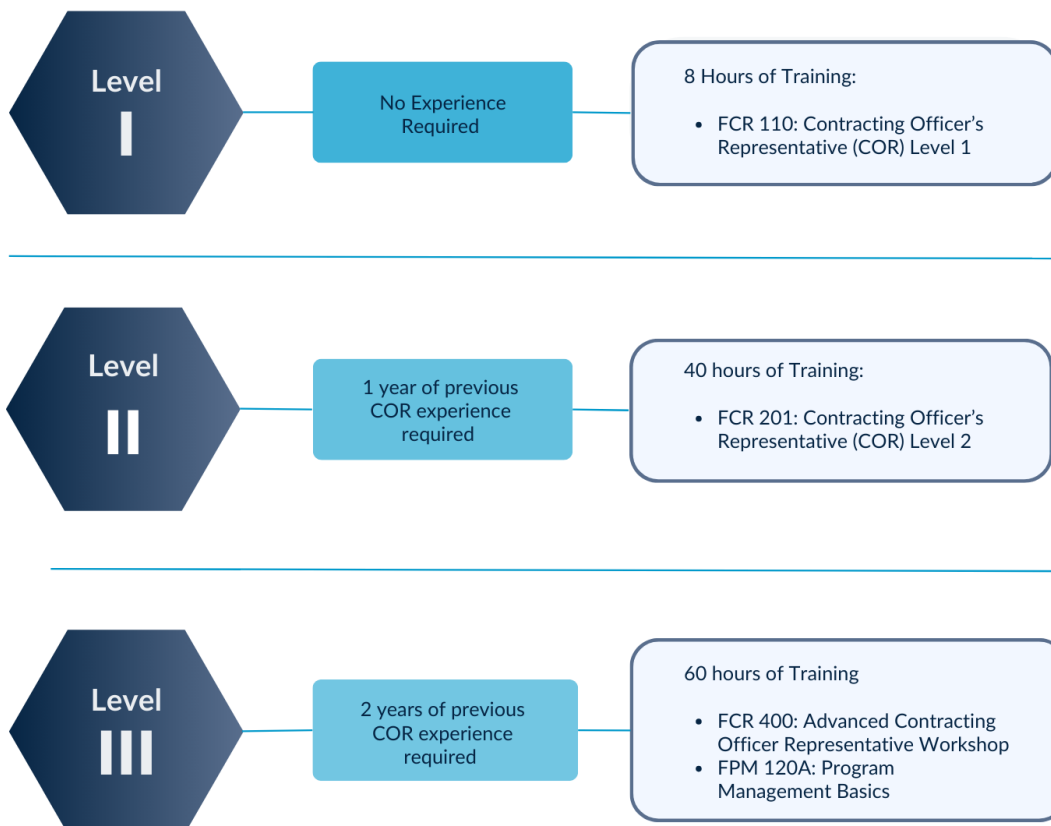
A.1	A.2
B.1	B.2
B.5	B.6
C.3	1.2
1.3	1.4
1.5	1.6
2.0	2.1
3.1	

DOD-COR/FAC-COR Courses

BMRA's COR (Contracting Officer's Representative) courses enable you to gain your Department of Defense Contracting Officer's Representative (DOD-COR) or Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR) certification. BMRA's COR courses meet DAU equivalency for DOD-COR certification requirements and also align with Federal Acquisition Institute (FAI) training requirements for the FAC-COR program.

Use the graph below to help understand the requirements of FAC-COR, specifically, and browse through the catalog pages to see what courses we offer that will help you to obtain and retain your DOD-COR and FAC-COR certifications.

FAC-COR Roadmap



Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100.

COR I: Contracting Officer's Representative Level I

Description

This one-day introductory course contains an overview of the acquisition process with a focus on the basic roles and responsibilities of a Contracting Officer's Representative (COR). The COR functions as the eyes and ears of the contracting officer, working to provide effective contract oversight. You will leave the class with an appreciation of your role and responsibilities, an understanding of how to communicate with each member of the Government and Contracting team.

Learning Objectives

- Describe the COR's duties, responsibilities, and authority
- Identify issues affecting the COR throughout the acquisition process
- Explain how to maintain appropriate documentation and communication for the COR file
- Determine how to use appropriate techniques to monitor contract performance through contract administration
- Recognize ethics in government contracting and how to apply them in your requirements

Course ID:

COR I

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.5	C.1
C.2	C.3
1.1	1.2
1.6	1.7
3.0	3.1
4.0	4.1
4.2	

COR II: Contracting Officer's Representative Level II

Description

This five-day course includes comprehensive content that fully addresses many technical competencies, including acquisition planning, market research, and defining government requirements in commercial and non-commercial terms. You will also learn important concepts for each phase of the acquisition lifecycle. Through real-world case studies and interactive exercises, you will reinforce these concepts. With the completion of this class, your knowledge of COR responsibilities and duties will enhance your ability to support your organization.

Learning Objectives

- Recognize the duties, limitations, and authority of the Contracting Officer's Representative (COR) throughout each acquisition lifecycle phase
- List the requirements for preparing a statement of work or statement of objectives
- Evaluate proposed changes under the contract so that the best interests of the government are protected
- Define the COR's role in the resolution of issues under the contract and in monitoring corrective actions
- Identify assessment factors when documenting a contractor's performance and how a COR deals with noncompliance or poor performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services as well as reviewing and approving invoices

Course ID:

COR II

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.5	C.1
C.2	C.3
1.1	1.2
1.6	1.7
3.0	3.1
4.0	4.1
4.2	

COR III: Advanced Contracting Officer's Representative

Description

This five-day course addressing advanced Contracting Officer's Representative (COR) training covers most aspects of the procurement process, from acquisition strategy development to contract closeout. Emphasis is placed on certain areas, such as performance-based requirements development, ethics, documentation of contractor performance, invoice processing, designing surveillance plans, and techniques for managing contracts. You will gain practical, hands-on knowledge of important COR roles and responsibilities through exercises, case studies, and real-world examples.

Learning Objectives

- Comprehend the importance of COR input to contract requirements processes, ethics and regulatory guidance and how the COR fits into each piece of the Acquisition lifecycle
- Identify common techniques used to collect and analyze market information and potential sources as well as properly evaluating proposals and quotes
- Understand how to monitor contractor performance and resulting documentation requirements
- Recognize when contract modifications will be required and how this should be communicated to the contracting officer
- Work with the contractor to mitigate contract recognized performance risk factors
- Develop a Quality Assurance Surveillance Plan (QASP)

Course ID:

COR III

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.	C.1
C.3	1.1
1.2	1.6
1.7	3.0
3.1	4.0
4.1	4.2

COR Refresher

Description

This one-day elective course is custom-designed to help contracting officer's representatives (CORs) remain current within the rapidly changing contract requirements world. You will gain an overview of the acquisition process with a focus on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter. Through this course, you will maintain your required continuous learning points (CLPs) as well as be refreshed on current contract requirements.

Learning Objectives

- Review the delegated COR responsibilities in all areas of the acquisition lifecycle
- List the requirements for preparing a statement of work or statement of objectives
- Identify contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Assess technical submittals to ensure compliance with statement of work and contract objectives
- Recognize major requirements for timely invoice review and payments

Course ID:

COR REF-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.5	C.1
C.2	C.3
1.1	1.2
1.6	1.7
3.0	3.1
4.0	4.1
4.2	

Advanced COR Refresher

Description

This five-day elective course is targeted at senior CORs who require deeper insight than the traditional one-day COR Refresher course. You will focus on advanced-level issues and responsibilities for multiple contracts, larger contracts, and contracts of a complex or technical nature. Through this course, you will maintain your required continuous learning points (CLPs) as you review COR responsibilities in the ever-changing contracting world.

Learning Objectives

- Identify COR responsibilities supporting the planning and submission of contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Describe the administrative duties of the COR as outlined in the delegation letter and how these are different or the same for highly complex or visible contracts
- Assess technical submittals to ensure compliance with statement of work and contract objectives
- Review the elements of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP) and their strategic value in technical contracts
- Explain a COR's responsibilities in inspecting and accepting supplies and services on a complex contract or task order
- Understand the importance of detailed documentation when dealing with a highly technical or complex contract

Course ID:

COR REF A-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
C.1	C.2
C.3	1.2
1.4	1.7
3.0	3.1
4.0	4.1
4.2	

Contracting Officer's Representative Refresher Workshop

Description

This two-day elective course is designed to help you remain current with the rapidly changing world of contract requirements. You will gain an overview of the acquisition process, focusing on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter. By the end of this course, you will be up to date on changes made to acquisition policies and regulations, as well as be refreshed on updated contract requirements. With the completion of this workshop, your newly refreshed knowledge will help you in your everyday life as a COR in your organization.

Learning Objectives

- Explain the role of the Contracting Officer's Representative in each phase of the requirement
- Recognize the limits of authority, and standards of conduct for a COR
- Understand unauthorized commitments and the ratification process
- Describe the COR's responsibilities in acquisition planning, market research, activities, and socioeconomic programs
- Identify elements of Performance Based Acquisition

Course ID:

COR REF WKSP-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.5	C.1
C.2	C.3
1.1	1.2
1.6	1.7
3.0	3.1
4.0	4.1
4.2	

COR Recertification Suite

Description

This five-day elective course focuses on maintaining the necessary skills needed by CORs to be successful. You will review important concepts such as basic COR duties, risk management, appropriations law, contract management, green procurement, CPARS, and effective narrative writing. This training offers you the opportunity to maintain your required continuous learning points (CLPs) while reviewing a variety of sought-after topics in the contracting field. With the successful completion of this recertification suite, your new gained knowledge will help you be a very successful COR for your organization.

Learning Objectives

- Identify COR responsibilities, including acquisition mission support planning, past performance, technical functions, etc.
- Provide guidance to decision-makers on the legality of proposed actions and assist in a review of regulations
- Plan for and evaluate quality, schedule, cost, and management and business relations
- Determine the policies and procedures used in contracting and payments
- Recognize the presence of risk, determine risk mitigation techniques, and formulate viable solutions
- Understand best practices in performance evaluation and documentation

Course ID:

COR RS-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	A.5
B.	B.1
B.2	B.5
C.1	C.2
C.3	1.1
1.2	1.6
1.7	3.0
3.1	4.0
4.1	4.2

Construction COR Refresher

Description

This five-day elective course is custom designed to help Contracting Officer's Representatives (CORs) remain current within the construction contracting world. This course will review policies, procedures, and regulations of construction contracting. With focusing on the responsibilities and duties of a COR this class will also dive into the acquisition process and procedures of construction contracting.

Learning Objectives

- Determine the applicability of policies and procedures in the FAR
- Explain the environment and rules of construction contracting
- Given an acquisition scenario, choose the information that would be included in a solicitation or contract
- Understand the policies and procedures that cover construction contracts and what goes into planning for a construction contract acquisition
- Recognize and implement the correct contract administration procedures for construction contracts, from writing the performance work statement (PWS), to solicitation and selection procedures, to quality management of the contract
- Given an acquisition scenario, determine the applicability of the policies for small business subcontracting

Course ID:

CSTN COR REF-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	A.5
B.	B.1
B.2	B.5
C.1	C.2
C.3	1.1
1.2	1.6
1.7	3.0
3.1	4.0
4.1	4.2

Contracting Electives

Once you have your contracting certification, you will need courses to maintain it. To keep your certification fresh and to learn new areas essential to your position, we recommend using electives.

At BMRA, there are over 70 electives, of varying day length, which fulfill the needs of agencies, and help you get those necessary Continuous Learning Points (CLPs) to maintain your certifications. Whether you want to learn about what goes into a cost estimate, how to apply various negotiation techniques, or just need a quick refresh on simplified acquisition procedures, the topics covered by BMRA courses are sure to meet your interests or needs.

BMRA's elective courses allow you to broaden your contracting skills, while meeting DAWIA or FAC-C requirements for recertification.

Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100.



Acquisition of Commercial Items

Description

This two-day elective course is designed to provide you with an opportunity to learn and apply the concepts, principles, and contract terms of FAR part 12, “Acquisition of Commercial Items,” in awarding and administering a contract. You will learn how to determine if a procurement falls under the definition of a commercial item and how acquisition personnel can take advantage of this streamlined approach from requirements determination to award.

Learning Objectives

- Define what makes an item commercial and identify who is responsible for identifying an item's commercial status
- Understand the requirements covered by FAR part 12 “Acquisition of Commercial Items”
- Recognize the impact of FAR part 12 on the award and administration of covered contracts
- Identify the purpose of FAR part 12 in soliciting, evaluating, and awarding a contract
- Correctly administer commercial item contracts

Course ID:

ACI-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	A.5
B.	B.3
B.4	B.5
B.6	C.3
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1

Acquisition Planning

Description

This five-day elective course addresses the requirements and specifications necessary for an effective acquisition. You will learn the acquisition planning process and the many aspects involved, such as the technicalities, the business factors of cost and schedule, and the risk associated with monitoring the acquisition. This course follows important FAR guidance with applicable financial regulatory requirements.

Learning Objectives

- Identify requirements for major systems and acquisitions involving consolidation, bundling, or substantial bundling
- Understand how to plan for the purchase of supplies in economic quantities
- Differentiate government vs. contractor performance
- Evaluate advantages for lease vs. purchase scenarios
- Determine and manage inherently governmental procedures

Course ID:

ACQ PLAN-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.	B.3
B.4	B.5
B.6	C.3
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1

Acquisition Plans Writing Workshop

Description

In this two-day elective workshop course, you will gain the foundation to effectively write an acquisition plan that aligns with various regulations and policies. Through this course, the acquisition professional will learn various tips and tricks on how to effectively write an acquisition plan through discussing different types of acquisitions, thresholds, and planning and approval processes. When you complete this course, and gain the knowledge, you will be able write acquisition plans effectively and understand how they affect the project lifecycle.

Learning Objectives

- Understand the acquisition planning process as mandated by law and implemented by regulation
- Implement the policies and procedures for conducting market research
- Comprehend the policies and procedures for required and preferred sources of supplies and services
- Differentiate between the types of contracts and apply the policies and procedures for use in acquisitions
- Recognize the polies and procedures for using Indefinite-Delivery/Indefinite Quantity contracts

Course ID:

APW WKSP-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	2.0
2.1	

Agile Acquisition Principles

Description

This two-day elective course will provide you with an understanding of Federal acquisition principles, Agile Principles, project lifecycle, agile based acquisition and contracting. You will be able to discuss different Agile Methodologies and how to utilize them. Explore Challenges in adaptation of agile acquisitions, Agile Adoption best practices, and Agile adoption quality control. You will learn about effective Agile Acquisition team, Agile Metrics for monitoring and reporting in agile acquisitions, and different types of contracts.

Learning Objectives

- Recognize key principles of Agile and apply them to an acquisition environment
- Explain the risks that exist within Agile acquisition projects
- Discuss effective Agile acquisition teams
- Identify the need for collaboration on the IPT team
- Understand principles, advantages, and disadvantages of various Agile development methods

Course ID:

AAP-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	2.0
2.1	

Agile Contracting

Description

This two-day elective course addresses what agile development is and how it helps the government achieve efficient outcomes. This course will help you understand the value of frequent collaboration between the contractor, end-user, and contracting officer. You will learn how to conduct sprints to assess short-term milestones and determine if they are moving towards expected outcomes. You will master how to write contracts in ways that provide flexibility to all parties when outcomes, timeframes, or costs must be adjusted.

Learning Objectives

- Define agile development and explain how it helps the government achieve better outcomes with less expense
- Describe how agile differs from traditional contracting processes and identify projects best suited for it
- Explain how agile complies with the requirements of the FAR
- Understand the working principles of the project with well-defined roles and responsibilities
- Establish clear milestones to ensure forward progress of the contract

Course ID:

AGILE CON-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.4	1.6
1.7	2.0
3.0	

Bid Proposal Evaluation Process

Description

This two-day elective course will provide you with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. By the end of this course, you will understand the role of contracting officers in the evaluation process, especially in charting and oversight of evaluation boards, panels, and groups involved in the performance of an evaluation.

Learning Objectives

- Comprehend formal source selection procedures involving the responsibilities of boards, councils, panels, or groups who perform the evaluation
- Evaluate procedures used in selection, including clarifications, disposition of deficiency, proposals, and discussions with the source selection organization and the offerors
- Identify the rules related to using the best-value process in source selection
- Recognize negotiation procedures and request of final proposal revisions (FPRs)
- Understand the procedures to follow in the source selection discussion process

Course ID:

BPEP-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
1.2	1.3
1.4	1.5
1.6	2.1

Business Writing for Contracting Officers

Description

This one-day elective course will provide you with technical writing guidance, set standards for creating logical and professional written material and describe the process of writing good documentation. You will learn how to use simple language and clear writing when dealing with documents in the contracting workplace. After the course concludes, you will be able to use the material as a reference guide.

Learning Objectives

- Understand ethical obligations as a writer
- Recognize appropriate writing styles and develop content for government audiences
- Differentiate between passive and active voice
- Assess a document for clarity, completeness, and conciseness
- Apply effective editing techniques

Course ID:

BWCO-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	2.0
2.1	

Category Management

Description

This three-day elective course will teach you how category management is used to make better acquisition decisions and leverage unified buying power. This course reviews how category management creates efficiencies in ordering, processing, sustainment, and closeout of products and services in the acquisition lifecycle. This course shows you how to perform strategic sourcing as a key component of the category management framework. At the conclusion of this course, you will have a holistic view of agency spending, greater spending habits of the government, and how to leverage that information to make better business decisions.

Learning Objectives

- Identify core areas of spending in an agency
- Develop informed levels of purchase knowledge
- Provide acquisition, supply, and demand management solutions
- Establish procedures to recognize total cost savings, value, and socioeconomic participation
- Collaborate with industry to develop optimal solutions

Course ID:

CAT MAN-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.3	1.2
1.3	1.4
1.5	1.7
2.0	2.1

Changes Under Federal Government Contracts

Description

This three-day elective course will help contracting professionals involved in administering or overseeing contracts of any type. You will learn to navigate inevitable changes throughout the course of a contract lifecycle. At the end of this course, you will understand how changes affect contract scope, modifications, and constructive changes.

Learning Objectives

- Discuss and explain types and causes of contract changes
- Learn how to effectively administer contract changes
- Understand the difference between within scope and out of scope changes
- Identify unilateral and bilateral modifications
- Assess a contractor's request for equitable adjustments

Course ID:

CUFGC-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.1
C.1	C.2
C.3	1.2
1.3	1.4
1.5	1.7
2.0	2.1

Conducting Acquisitions for Cloud Services

Description

This two-day elective course is designed to assist the acquisition professional gain knowledge of cloud services and computing services. This knowledge will help understand how you can acquire cloud services and how it can impact the technology of your agency. Acquiring the correct system and technology for your agency is vital as the technology is ever changing as well as the policies and procedures.

Learning Objectives

- Discuss the difference between the three service models of cloud computing
- Identify the benefits of moving to cloud computing and the impacts on your agency
- Create an acquisition checklist for practical use in their agency
- Understand multiple award contracts for cloud computing services

Course ID:

CACS-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.4
B.5	B.6
C.1	C.2
1.2	1.4
1.6	1.7
2.0	3.0
4.0	

Conducting Technical Evaluations

Description

This course is available as a one- or two-day offering. This elective course will provide you with what is acceptable and not allowed with evaluating technical proposals. It will cover the lifecycle of evaluation from team notification to closing out with a final decision. You will learn how vital it is to include the right personnel so that all technical considerations are properly represented. This course provides a roadmap of the best practices and procedures for a wholistic technical evaluation.

Learning Objectives

- Understand the roles of the evaluation team in preparing to review proposals
- Create a standard set of comparable requirements to evaluate technical solutions on a like-for-like basis
- Document evaluation team results and how to resolve differences
- Determine contractor responsibility in proposal submissions and the ethics of too much involvement
- Recommend a source selection award decision to the source selection authority

Course ID:

TECH EVAL 1-EL
TECH EVAL 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.3	B.4
B.5	B.6
1.1	1.2
1.3	1.4
1.5	1.6
1.7	3.0
3.1	

Construction Claims

Description

This three-day elective course will provide contracting and program personnel with the knowledge and skills necessary to recognize the legal and practical implications of government contract claims. This course will dive into the specific application of construction contracting and the inherent differences in planning, negotiating, awarding, and avoiding claims. You will participate in engaging exercises, review and application of case law, and dynamic facilitator led discussions to further reinforce the learning objectives.

Learning Objectives

- Explain what constitutes a claim, the rules for preparing a claim, and how to respond to the filing of a claim
- Understand the background and general process of construction contract claims
- Know the steps and alternative actions to claim resolution
- Identify claims that exist under circumstances other than the changes clause
- Apply cost analysis to the construction contract to ensure proper standing and ensure best value to the government

Course ID:

CSTN CLAIMS-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.3	B.4
B.5	B.6
1.1	1.2
1.3	1.4
1.5	1.6
1.7	4.0

Construction Cost Estimating

Description

This three-day elective course will provide the project managers and Contracting Officer's Representatives (CORs) the skills needed to either independently and competently develop or review construction cost estimates for projects under and up to \$5M for both new and existing construction projects. This training shall stay highly focused directly on highly practical and pragmatic methods and techniques for developing construction cost estimates of smaller dollar volume construction projects up to \$5M. Students will learn through facilitated learning, class discussion and exercises.

Learning Objectives

- Identify the difference between a budget and an estimate and the role of each
- Explain the impacts of local, regional, national, and international dynamics and markets--labor, material, logistics, competition, and general economic conditions--on costs and prices
- Differentiate between the following when discussing cost: "hard" and "soft;" "direct" and "indirect;" "burdened" and "unburdened"
- Describe the important aspects of proper scope development and sequence of work packages
- Summarize the impacts of uncertainty in scope on CCEs and techniques to mitigate uncertainty

Course ID:

CSTN COST EST-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.3
B.4	B.5
B.6	C.1
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	

Contract Administration

Description

This five-day elective course will cover the critical duties performed by contracting personnel during the contract administration phase of the acquisition process. This course covers various contracts including those for commercial items and those using simplified acquisition procedures. You will learn about the various facets of post-award contract administration, covering everything from the post-award orientation conference to contract closeout.

Learning Objectives

- Apply critical thinking skills and problem-solving methods to a contracting related problem
- Understand how risk mitigation techniques are applied to contracting related problems
- Correctly evaluate a contracting dilemma that complies with the rules of ethics in contracting
- Explain how to contribute in a collaborative environment by providing timely written and verbal feedback
- Identify various methods of alleviating employee stress in a constantly changing contracting environment
- Apply industry and senior government contracting leader perspective to an assigned contracting policy issue
- Manage information and knowledge for currency in acquisition and contracting

Course ID:

CON ADMIN-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.2	B.3
B.4	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Contract Claims

Description

This three-day elective course will provide you with both the knowledge and skills necessary to recognize the legal and practical implications of government contract claims. This course will take you through the role of contracting officers in preventing, addressing, and resolving claims. After this course, you will understand what constitutes a claim, the rules for preparing a claim, and how to respond to the filing of a claim.

Learning Objectives

- Understand what defines a contract claim
- Recognize potential sources for claims and how to mitigate them early in the acquisition process
- Define how the changes clause and equitable adjustments are applied
- Outline the methods of claims resolution
- Identify how contracting officers should apply the False Claims Act, provisions of this act, and the Truthful Cost or Pricing Data Statute

Course ID:

CON CLAIM-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.2	B.3
B.4	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Contract Closeout

Description

This course is available as a one- or two-day offering. This elective course examines one of the most frequently overlooked functions of contract administration: contract closeout. Through this course, you will gain a working knowledge of the importance of government contract closeouts, including the general concepts, the steps to successfully complete the closeout process, and the reasoning behind those steps.

Learning Objectives

- Determine the applicability of policies and procedures in the FAR, DFARS, DFARS PGI, and class deviations
- Apply the principles of contract formation
- Given an acquisition scenario, choose the information that would be included in a solicitation or contract
- Differentiate between types of contracts and apply the policies and procedures for use in acquisitions
- Given an acquisition scenario, determine the applicability of the policies for small business subcontracting

Course ID:

CON CLO 1-EL
CON CLO 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.2	B.3
B.4	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Contract Disputes and Terminations

Description

This course is available as a one- or two-day offering. This elective course will provide you with the skills needed to identify the appropriate actions during a contract protest and effectively settle disputes. You will explore the various laws and regulations that govern these topics. This course takes it a step further and discusses the consequences of a dispute that cannot be resolved or is resolved not in favor of the contractor. In this course, you will also discuss termination of the contract and how to use the tools of mediation and dispute resolution to reach an amicable and professional separation agreement.

Learning Objectives

- Apply procedures for resolving protests, documenting requirements, and avoiding or mitigating protests using best practices
- Explain the Contract Disputes Act and resolution processes
- Understand the common mistakes and measures to avoid or mitigate disputes and claims
- Document and process claims and effectively settle disputes
- Identify and define contract breaches, defaults, remedies, termination types, required documentation, and settlement processes

Course ID:

CDT 1-EL
CDT 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.2	B.3
B.4	B.5
B.6	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Contract Terminations

Description

This two-day elective course will cover the necessary steps and serious implications of terminating a government contract. It will focus on processes and legal considerations related to contract terminations. You will review the basic principles and sources of law relevant to the termination of government contracts and various legal issues that surround this particular area of contracting. Topics will include reasons why contracts are terminated, who is responsible for terminations, and what type of termination is most advantageous to the government.

Learning Objectives

- Recognize the factors that must be considered when terminating a contract
- Determine the method of termination based on the circumstances
- Discuss the characteristics of three types of government contract termination: convenience, cause, and default
- Identify and apply procedures for Termination for Convenience (T4C), Termination for Default (T4D), as well as, noncommercial and commercial terminations
- Justify an acceptable government remedy for poor contractor performance

Course ID:

CON TERM-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.2
B.3	1.2
1.3	1.4
1.5	4.1

Contracting Basics

Description

This one-day elective course is designed to provide foundational knowledge of the FAR to government personnel entering the 1102/Contracting career field, or having work associated with acquisitions. This course provides a brief introduction to many of the topics when working with acquisitions and includes some application exercises. The focus will be a brisk paced exposure to “what key parts of the FAR does a procurement specialist need to be familiar with in order to perform their job?” The goal is not to cover every part of the FAR in detail, or agency specific areas.

Learning Objectives

- Explain on a basic level how the FAR is set up
- Identify the qualifications needed to be a government contractor
- Understand market research and its importance in the acquisition process, changes and modifications during contract administration, conditions for terminations and the types of termination, and the reasons for competition and when it is required
- Differentiate between fixed price vs. cost reimbursable contracts

Course ID:

CON BASIC-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.5	B.2
B.3	B.5
B.6	C.1
C.3	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

Contracting for Best Value

Description

This two-day elective course will introduce you to the process of best value acquisition by focusing on the acquisition planning process regardless of contract type. You will learn how to think strategically about the outcome, apply planning processes, and select appropriate evaluation factors. This course will demonstrate how to ensure the best value outcome to the greatest benefit of the federal government.

Learning Objectives

- Define acquisition planning, contracting methods, contract types, and best value
- Explain the best value continuum
- Describe the tradeoff approach to source selection and list the advantages and disadvantages of using this method
- Develop evaluation criteria plans
- Evaluate offers and select the right contractor

Course ID:

CBV-EL

Length: 2 days

CLPs: 16

PDUs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.2	B.3
B.4	B.5
B.6	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1

Contracting with Small Business Concerns

Description

In this two-day elective course, you will learn to provide the Federal acquisition workforce and private industry with knowledge to further understand how to contract with the different socioeconomic small businesses. You will also gain expertise in how to implement the small business goals and increase them through market research and acquisition planning within your organization as a vital member of the acquisition team member. Lastly, you will learn all the factors as well as the regulations that govern the Small Business Program, being able to increase the small businesses knowledge as well as your organization.

Learning Objectives

- Recognize those factors that shape and govern the Small Business Program
- Identify the duties and responsibilities of the small business specialist and understand the specialist's relationship with other acquisition team members in successfully implementing the Small Business Program
- Participate as an active member of the acquisition team in conducting market research and developing an acquisition strategy that maximizes small business participation in both prime contracting and subcontracting
- Provide assistance to small businesses in finding government prime contracting and subcontracting opportunities

Course ID:


CSBC-EL

Length: 2 days

CLPs: 16

PDUs: 16

Modality:

 In-person

 Virtual

NCMA Competencies:

A.1	A.2
A.3	B.1
B.2	B.3
B.4	B.5
B.6	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1
2.2	

Cost Estimating

Description

This course is available as a two- or three-day offering. This elective course will introduce you to various tools and techniques used to develop cost estimates. You will learn the basic elements of an adequate cost estimate based on best practices and the GAO Cost Estimating and Analysis Guidebook. Contracting officers are normally required to validate cost estimates for use in determining estimated contract costs for budget purposes, and also for determining cost and price realism when reviewing proposal submissions. The emphasis in this class for contracting officers is to understand how program offices prepare a cost estimate, and the specific techniques used to develop it. You will learn how to interpret cost estimates and apply this information when preparing contract modifications and at contract award.

Learning Objectives

- Develop a good cost estimate and understand how work statements affect estimating
- Conduct proper market research to select the best estimating approach
- Navigate the Work Breakdown Structure using the proper assumptions
- Demonstrate how to properly estimate and price a contract modification

Course ID:



COST EST 2-EL
COST EST 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

PDUs: 16 or 24

Modality:

 In-person
 Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
3.0	3.1

Cost and Price Analysis

Description

This five-day elective course will introduce you to quantitative techniques and tools used to facilitate decision-making in determining a fair and reasonable price. It is divided into three segments addressing contract pricing issues from a Pre-Award, Negotiation Preparation-Award, and Post-Award perspective. You will apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The ultimate objective of the course is to help you become a better business advisor in developing contract arrangements that are in the best interest of the government.

Learning Objectives

- Apply price-related factors
- Integrate contract planning processes
- Conduct market research for price analysis
- Recognize and apply contract cost principles
- Discuss and apply contract pricing strategies for optimal outcomes
- Understand impacts of direct and indirect labor and material costs

Course ID:

CPA-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
3.0	3.1

Cost and Price Realism

Description

This two-day elective course dives into what is cost and price realism, who performs it, and why it is important. This course will focus on what a cost analysis is and how to perform one. You will acquire knowledge of the various tools and resources available to assist you in conducting your analysis and establishing your pre-negotiation position. You will also learn cost and price realism steps and how to apply them to their projects. At the conclusion of this course, you will have developed the skills needed to make sound contracting business decisions by using the appropriate resources to locate necessary information.

Learning Objectives

- Identify the fundamentals, techniques, and factors of cost analysis
- Distinguish between price analysis, cost analysis, and cost realism analysis
- Learn how to manage cases of uncompensated overtime, flexibly priced contracts, and evaluating offers on other contracts
- Analyze direct labor, direct materials, and other direct and indirect costs
- Use cost analysis to apply successful negotiation techniques on behalf of the government

Course ID:


CPR-EL


Length: 2 days

CLPs: 16

PDU: 16

Modality:

 In-person

 Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
3.0	3.1

Cost Realism

Description

This one-day elective course will explain the necessity of conducting cost realism analysis and describe the differences between cost and price. This course will walk you through how to evaluate the elements of a vendor's price to determine whether the costs are appropriate and realistic. You will also address the red flags and pitfalls of unrealistically low offers and how to use cost realism to defend against the scrutiny of a protest. At the conclusion of this course, you will understand the issues and factors to be considered when performing a cost realism analysis.

Learning Objectives

- Define cost realism analysis and when it's needed
- Describe techniques of cost realism analysis given a proposal evaluation scenario
- Identify the impact of labor charges such as uncompensated overtime, capped indirect rates, and employee professional compensation norms
- Understand the role of cost realism analysis in source selection decisions and acquisition phases
- Access and apply guidance from protest cases based on cost realism analysis

Course ID:

COST REAL-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
3.0	3.1

Cost Reimbursement

Description

This two-day elective course will address the purpose and nature of cost-reimbursement contracts. You will learn how this type of contract permits the parties to undertake projects that involve substantial uncertainties and risks. In this course, you will consider the statutory and regulatory coverage of cost-reimbursement contracts and alternative cost-reimbursement arrangements. You will also review the basics of cost estimating, preparing an IGCE, conducting a cost analysis, modifications, pricing of contract modifications, unilateral modifications, and terminations.

Learning Objectives

- Understand the purpose and the nature of cost reimbursable contracts
- Provide background into the development of a supportable cost estimate
- Examine and apply special administrative requirements for cost reimbursable contracts
- Evaluate cost and pricing for contract modifications
- Recognize special cost considerations for pricing contract terminations

Course ID:

COST REIM-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
3.0	3.1

CPARS for the Acquisition Workforce

Description

This one-day elective course will cover the Contractor Performance Assessment Reporting System (CPARS), a government-wide, web-enabled system that collects and manages contractor past performance information. Through this course, you will gain a solid understanding of the importance of CPARS and its regulatory requirements. Upon completion of this course, you will have the necessary skills to properly document and rate contractor performance.

Learning Objectives

- Understand the importance and use of contractor past performance information
- Comprehend and correctly implement the statutory and regulatory requirements of CPARS
- Identify the roles and responsibilities of key individuals in the CPARS process
- Acquire techniques to properly monitor, evaluate, and document contractor past performance in CPARS
- Examine current issues and best practices relating to CPARS implementation

Course ID:

CPARS-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	B
B.4	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	4.2

Cybersecurity for Contracting Professionals

Description

This two-day elective course focuses on government and contractor systems and the sharing of controlled unclassified information as part of the acquisition process. You will learn how to safeguard contracts by understanding today's rapidly changing cybersecurity regulations and their impact on the contracting world. At the end of this course, you will have the skills necessary to identify any cybersecurity threats and be able to quickly react to any possible breach.

Learning Objectives

- Understand the elements and roles of cybersecurity
- Discuss current National Cybersecurity Strategy, NIST Cybersecurity framework, and Continuous Diagnostics and Mitigation (CDM)
- Use Federal Information Security Management Act (FISMA) guidelines to achieve compliance and protect federal information systems
- Create easily implemented processes with distinct repercussions and remedies
- Explore technology solutions to automate processes, restrict access points, and reduce data spillage

Course ID:

CCP-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.3	B.4
B.5	B.6
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	3.0
4.0	

Design Build

Description

This course is available as a three- or five-day offering. This elective course will introduce you to the fundamentals of using Design-Build in contracting and project management. During this course, you will learn how to effectively combine design and construction in a single contract with one contractor. By the end of this course, you will have a deep understanding of Design-Build and recognize why it is a popular approach for most construction projects.

Learning Objectives

- Understand the background of Design-Build and how it is used today
- Compare Design-Build versus Design-Bid-Build and understand when each is preferred
- Learn the attributes of successful Design-Build
- Recognize how Design-Build adheres with the Acquisition Process
- Identify why Design-Build is growing in popularity

Course ID:

DB 3-EL

DB 5-EL

Length: 3 or 5 days**CLPs:** 24 or 40**PDU:** 24 or 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
2.3	3.0
3.1	

Developing an Independent Government Cost Estimate

Description

This course is available as a one- or three-day offering. This elective course will cover the importance and general requirements of the Independent Government Cost Estimate (IGCE), a detailed estimate of the cost to the government of the supplies or services to be acquired. You will learn what an IGCE is, how it is used, and how to prepare one using the proper tools and techniques. This course will review the uses of an IGCE, as well as the factors that affect it, such as the costs, requirements, and cost estimating.

Learning Objectives

- Understand the necessary steps in developing a cost estimate
- Utilize the IGCE as a justification for acquisition planning budget requests
- Recognize the elements necessary in an IGCE to support determinations of cost reasonableness and realism
- Determine the appropriate estimating methods in developing an IGCE
- Evaluate how IGCEs are used to support proposal evaluations, negotiations, and award decisions

Course ID:

IGCE 1-EL
IGCE 3-EL

Length: 1 or 3 days

CLPs: 8 or 24

PDU: 8 or 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.1	B.2
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2
2.3	3.0
3.1	

Development of Agile Requirements

Description

This two-day elective course will provide you with the ability to leverage the Federal Acquisition Regulation (FAR) in offering innovative solutions for acquisition requirements. Participants will learn requirements development and management in Agile and traditional environments. Additionally, you will explore levels of planning in an agile envious environment, rolling wave planning, road maps, and backlog decomposition to uncover opportunities for change or innovation within the federal agile workplace. By the end of this course, you will know how to reduce technical risk, programmatic risk, and respond to feedback from stakeholders.

Learning Objectives

- Recognize key principles of Agile and apply them to an acquisition environment
- Understand and apply concepts for requirements development and differentiate requirements management in Agile and traditional environments
- Recognize the contribution of well-crafted User Stories and differentiate them from Epics
- Explore levels of planning in an agile envious environment, rolling wave planning, road maps, and backlog decomposition to uncover opportunities for change or innovation within the federal agile workplace
- Elaborate on the Role of User Stories in Product Backlog Refinement and Project Deliverable Validation

Course ID: DAR-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B	B.1
B.2	B.5

Effective Leadership, Communication, and Behavior for Contracting Professionals

Description

This two-day elective course will examine the leadership skills necessary for contracting professionals to succeed in their careers. By the end of this course, you will learn to set parameters, goals, roles, and expectations, and make clear use of language to best broadcast your initiatives.

Learning Objectives

- Apply leadership skills to complex project management issues
- Identify various methods of motivating and alleviating employee stress for individuals who are dealing with constant change in the working environment
- Identify and apply conflict management strategies in a team environment
- Develop a clear message focused on the mission with common values to drive the team in the same direction
- Identify stakeholders and use methods to build consensus within disparate groups

Course ID:

ELCBCP-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.2
1.2	1.3
1.4	1.5
1.6	

Emergency Contracting

Description

This two-day elective course will cover how important it is to continually find new ways to operate effectively in the face of emergencies. This course will provide you with an overview of emergency acquisitions, the vital steps in pre-emergency planning, as well as the process for emergency contracting operations once a disaster has struck. This course will teach you how to define and administer the acquisition of goods and services to ensure oversight and mitigate fraud. Through this course, you will learn how to apply contracting laws and procedures to emergency acquisitions. At the end of this course, you will know how to execute procurement actions in an emergency environment and apply ethical principles to those procurement decisions.

Learning Objectives

- Understand the value of pre-emergency preparation
- Explain the costs and benefits of awarding contracts in an emergency
- Apply mitigation techniques to minimize pitfalls in contract administration for emergency acquisitions including non-performance and fraud
- Identify and apply contracting laws, regulations, and procedures for emergency acquisitions
- Assess customer requirements and execute appropriate procurement actions

Course ID:

EMERG CON-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B.	B.1
B.2	B.4
B.5	B.6
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1
2.2	2.3
2.3	3.0
3.1	

Equitable Adjustments in Federal Government Contracts

Description

This three-day elective course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes affect contract scope, modifications, and constructive changes. Participants will use engaging exercises with negotiation techniques to make changes to existing contracts and ensure equitable adjustments to the contract. This course is designed for contracting professionals, including contract specialists, and contracting officer's representatives, who are involved in administering or overseeing contracts of any type.

Learning Objectives

- Learn how to effectively administer contract changes
- When representing the government in a contract negotiation, negotiate win/win outcomes for the government
- Select and apply tactics, recognize tactics used by the other party, and counter win/lose tactics used by the other party
- Given a contract's, pre-award negotiation plan, and the pre-negotiation strategy, select and correctly apply tactics to accomplish the government's negotiation strategy post award

Course ID:

EAFGC-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.5
B.6	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Ethics in Contracting

Description

This one-day elective course will examine federal ethics law, including procurement integrity and current ethical issues in federal contracting. You will learn the difference between integrity and ethics, the history behind both, and why they are needed in the federal acquisition field. This course will explore the following topics: conflict of interest, gifts, safeguarding information, restrictions on employment, and working for a contractor after government service. With the successful completion of this course, your ethics will be refreshed, and you will understand what is allowed and not allowed in your position.

Learning Objectives

- Differentiate between integrity and ethics
- Define procurement integrity and its importance
- Identify conflicts of interest and financial conflicts
- Discuss impartiality issues
- Explore strategies for safeguarding information

Course ID:

ETHICS CON-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

Evaluation and Assessment of Contract Documents

Description

This two-day elective course will give you a foundational understanding of how to appropriately evaluate and assess contract documents. This course covers what constitutes quality acquisition documents and what criteria to evaluate them by. Using the guidance provided in the FAR, you will walk away from this course confident in your ability to review contract documents and select successful offerors.

Learning Objectives

- Identify the criteria by which to assess and evaluate contract documents
- Explain the process and environment that evaluation and assessment is conducted within
- Define and understand the evaluation procedures as stated in the FAR
- Understand how to evaluate and mitigate risk
- Given an acquisition document, apply the evaluation and assessment procedures to conduct a proper analysis

Course ID:

EACD-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	3.0
4.0	

FAR Boot Camp

Description

This five-day elective course will provide you with the knowledge to understand the Federal Acquisition Regulation (FAR). The FAR explains acquisition processes and procedures and is essential for a successful contract. With the knowledge gained from this class, you will successfully be able to tie your requirement to the regulations, policies and procedures.

Learning Objectives

- Review and Explain FAR's origin
- Navigate FAR's layout
- Understand FAR's application in relation to federal procurements
- Locate relevant and specific information in the regulation that align with your requirement

Course ID:

FBC 5-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.3	B.4
C.1	C.2
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	3.0
4.0	

FAR Overview

Description

This course is available as a one- or two-day offering. This elective course will introduce you to the Federal Acquisition Regulation (FAR) and help you to better understand its complexities. You will gain a thorough understanding of how the FAR is organized and implemented, and develop basic skills to locate and interpret applicable rules. This course will also give you the opportunity to practice effective FAR research methods. At the conclusion of this course, you will have refreshed your understanding of how the FAR operates in the Federal acquisition environment.

Learning Objectives

- Understand the significance of the Federal Acquisition Regulation (FAR) and how the FAR is organized
- Given a contracting scenario, locate, interpret, and apply the acquisition regulations applicable to your agency
- Locate the most frequently used parts of the FAR and recognize which sections are mandatory and which are flexible per situational needs
- Discuss and apply current changes to the FAR and learn how to maintain knowledge currency to remain compliant with all applicable laws

Course ID:

FAR OV 1-EL
FAR OV 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

FAR Part 8: Advanced Issues in Multiple Award Schedules

Description

This two-day elective course will focus on how government agencies can best navigate GSA Multiple Award Schedules (MAS) and the ordering process for supplies and services, based on FAR subpart 8.4. This course will teach you how to use special features of the MAS Program to limit sources, establish Schedule Blanket Purchase Agreements (BPAs), and schedule Contractor Team Arrangements (CTAs) that will expedite your agency's contracting time for commercial procurements.

Learning Objectives

- Locate and research FAR part 8 as a tool for contract decision making
- Understand the regulations governing FAR part 8 and apply guidance in Multiple Award Schedules (MAS)
- Apply ordering procedures for MAS including justification, approvals, and performance metrics
- Explain benefits and pitfalls of contractor team arrangements (CTAs)
- Understand Governmentwide Acquisition Contracts (GWACs) and how and when to use them for products and services

Course ID:

FAR8 MAS-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	A.5
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

FAR Part 8: Governmentwide Acquisition Contracts and Source Selection

Description

This two-day elective course will address FAR part 8, “Required Sources of Supplies and Services,” and how to consider it with Governmentwide Acquisition Contracts (GWACs). You will examine methods and processes available that focus on efficiency and are much less complex, resource-intensive, and costly. This course will cover common misconceptions regarding the various contract vehicles, discuss the flexibilities offered by use of GSA’s Multiple Award Schedules (MAS), and review methods of providing offerors a fair opportunity to be considered. In doing so, you will examine flexibilities available as outlined in the FAR to improve the source selection and acquisition process. With the completion of this course, you will be able to understand better processes and different contracts that are available to your organization.

Learning Objectives

- Define, discuss, and implement the competitive source selection process under FAR part 8
- Explain Best Value in relation to FAR subpart 8.4, “Federal Supply Schedules,” and FAR part 15, “Contracting by Negotiation”
- Differentiate between FAR subpart 8.4, FAR part 13, and FAR part 15 procedures
- Learn how to provide offerors with a fair opportunity to be considered under multiple award deliver and task order contracts
- Develop process innovations that lead to less complex and costly source selections

Course ID:

FAR8 GWAC-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	A.5
B.4	B.5
B.6	C.1
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

FAR Refresher

Description

This two-day elective course will serve as a refresher for you to get up to date on the latest FAR additions and changes. You will walk away with a better understanding of the FAR and how to integrate new policies and procedures in your workplace. This course will focus on developing or enhancing skills necessary to locate and interpret applicable rules, statutes, policies, and procedures set forth in the FAR and related supplements. At the conclusion of this course, you will have refreshed your understanding of how the FAR operates in the Federal acquisition environment and be able to apply it to your organization.

Learning Objectives

- Research the FAR for application to current position and needs
- Locate the most frequently used parts of the FAR and recognize which sections are mandatory and which are flexible per situational needs
- Discuss and apply current changes to the FAR and learn how to maintain knowledge currency to remain compliant with all applicable laws

Course ID:

FAR REF-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

FAR Update

Description

This one-day elective course reviews recent changes to the Federal Acquisition Regulation (FAR). This class allows for a quick update on information needed in the world of acquisitions. With this information, you will be able to apply the new policies and procedures to your requirements with your organization and successfully incorporate all the policies and procedures that are required.

Learning Objectives

- Demonstrate an understanding of the Federal Acquisition Regulation (FAR)
- Explain the rule making process for changes to the FAR
- Recall how Federal Acquisition Circulars are organized and their effect on the FAR

Course ID:

FAR UPDATE-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	2.0
2.1	

Federal Contract Law

Description

This three-day elective course delves into the key rules, regulations, laws, and policies that apply to dealing with contracts in the federal government. This course begins with an introduction to the foundations of contract law and the legal system that upholds it before exploring various topics such as performance, protests, disputes and claims, fraud, terminations, and contractor debt. In this course, you will be provided the opportunity to work with real-world case studies to deepen your understanding of federal contract law.

Learning Objectives

- Discuss selected legal concerns during contract administration
- Identify proper use of appropriated funds in terms of purpose, time, and amount
- Explain the rules of contract interpretation
- Describe government patent, data, and copyright policy
- Discuss legal issues associated with application of selected labor laws and government-furnished property

Course ID:

CON LAW-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	3.1
4.0	

Federal Contract Law (Advanced)

Description

This five-day elective course takes an in-depth look at Federal contract law and the key aspects that apply to dealing with contracts in the Federal Government. Course lessons cover a wide range of topics from the foundations of contract law and the legal system that upholds it to common contract issues such as contractor performance, protests, disputes and claims, fraud, terminations, contractor debt, intellectual property and data rights, labor laws, and more. Course learning objectives are supplemented with real-world case studies and reinforced through interactive exercises as well as a legal brief that gives participants the chance to research relevant legal cases and present their findings to the class.

Learning Objectives

- Explain the rules of contract interpretation
- Identify proper use of appropriated funds in terms of purpose, time, and amount
- Describe selected legal issues in specialized contracting
- Discuss government patent, data, and copyright policy
- Understand the legal issues associated with payment and contractor deb

Course ID:

FCL A-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

Fundamentals of Requirements Writing

Description

This three-day elective course will allow the acquisition professional to gain knowledge on developing well-written requirements. Requirements management is vital to improving the project at every stage. If time and effort is invested, there will be clear, validated requirements that will not affect the award date and the misconception of what is needed by the organization. If the requirements are written poorly it could result in scope creep, schedule delays and budget constraints. This course will assist the acquisition professional with how to write well-written requirement documents, demonstrating what is needed from the organization which in turn will improve each project!

Learning Objectives

- Understand the acquisition planning and strategy process based on policies and regulations
- Explain how to complete market research per the FAR and additional policies
- Demonstrate how strategic goals are tied into the mission of the organization
- Recognize how lifecycle logistics, systems engineering and testing and evaluation are incorporated into the project lifecycle.
- Demonstrate how program management techniques can be applied to each phase of the project.

Course ID:

FRW-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.2	B.4
B.5	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1

Hot Issues in Federal Contracting

Description

In this one-day elective course, participants will learn about and discuss various topics and current issues within the world of Federal Contracting. With the knowledge you will gain from the new issues in contracting, you will be able to be risk adverse and be innovative when assisting in making decisions for your requirements within your requirements.

Learning Objectives

- Predict what changes will come in the following fiscal year
- Learn new rules concerning women-owned small businesses, construction contract administration, etc.
- Discuss how changes in federal contracting have impacted you and your agency
- Understand the applicability of small business regulations outside the United States
- Obtain resources for monitoring current trends in federal contracting

Course ID:

HIFC-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

Incentive Contracting

Description

This two-day elective course will introduce you to the concept of incentive contracts. You will review how to select a contract type, determine risk, implement incentive contract modifications, and compare elements of an incentive arrangement to structure a negotiation objective. This course will also discuss how to examine the current recommended approaches for incentive contracts and add a performance or delivery incentive to a Cost-Plus Incentive Fee (CPIF) or Fixed Price Incentive Firm (FPIF) contract. With this knowledge you will be able to structure an incentive-based requirement to benefit both the Government and the Contractor and understand the relationship.

Learning Objectives

- Identify types of incentive contracts and fully explain the use and application of different contract types
- Analyze incentive objective and subjective arrangements and understand how to select an appropriate cost share amount
- Determine the government's objectives for an incentive arrangement given a contractor's proposal
- Examine the current recommended approaches for incentive contracts

Course ID:

INCENT CON-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	4.0
4.1	

Intermediate Agile Techniques for Contracting

Description

In this two-day elective course, you will learn about agile development and how it is used to help the government. This course will teach you how to differentiate between different projects to figure out which ones are best suited for agile contracting. With the knowledge you gain from agile contracting, you will be able to better plan and adjust your requirements schedules within your organization.

Learning Objectives

- Define agile development and explain how it helps the Government get better outcomes for cheaper
- Identify projects best suited to agile
- Describe how agile differs from traditional contracting processes
- Explain how agile complies with the FAR
- Understand the lessons learned

Course ID:

IATC-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B.1
C.1	C.2
C.3	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1
2.2	

Intermediate Cost and Price Analysis

Description

This five-day elective course, students will explore the mathematics required to calculate, negotiate, and understand the statistics, regression, and weighted guidelines behind a government cost proposal. Students will dive into the topics of cost estimating relationships (CERs), improvement curves, quantity variation, incentives, and weighted guidelines, as they navigate exercises geared towards specific lesson understanding; as well as two culminating case studies, that show the complexity of mathematics and pricing within government contracting.

Learning Objectives

- Determine market research and proposed information from offeror(s) using sampling data
- Understand how to use historical data and regression analysis in facilitating the decision-making process
- Successfully evaluate acquisition proposals, summarizing the development, assumptions, application, and risk of Cost Estimating Relationships (CERs)
- Master the use of estimating factors, government price objective, and price termination settlements
- Recognize how to use the improvement curve analysis to select the appropriate statistical information.
- Identify issues and factors to be considered in developing the government's negotiation objective for a contract equitable adjustment when presented with a proposed contract change
- Analyze the associated cost risk given a point estimate (contract cost, ceiling price)
- Detail how to identify the appropriate incentive contract type arrangement

Course ID:

ICPA-EL

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.2
B.5	B.6
C.3	1.2
1.3	1.4
1.5	1.6
2.0	2.1
3.1	

Intermediate Quality Assurance and Risk Management

Description

This four-day elective course will give you thorough insight into how a contractor prepares a proposal and analyzes the requirements document to find the high-cost, high-risk areas. You will learn how to avoid the common mistakes that lead to higher costs and anticipate how a contractor will read the requirements document and prepare the quote. This course will give you immense leverage in keeping the project costs down by introducing quality assurance (QA) at each step of the acquisition process.

Learning Objectives

- Learn how to identify the high-risk, high-cost areas in requirements documents
- Identify the language in a performance work statement/ statement of work (PWS/SOW) that drives risks and costs higher
- Recognize the riskiest contract terms and conditions
- Understand and negotiate options available to keep excessive costs down
- Apply performance assessment in performance-based contracts
- Monitor and document progress, costs, government furnished property, and fraud
- Perform a QA inspection and acceptance of deliverables

Course ID:

QARM-EL

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Introduction to Agile Contracting for IT

Description

This one-day elective course will prepare you to manage IT Agile Contracting projects and programs. You will learn about the Agile approach and terminology that a project manager uses to lead a project, why incremental deliveries are critical to solutions, and the importance of customer collaboration. With this information, you will better understand how to utilize and implement the agile approach as well as the differences in other approaches.

Learning Objectives

- Identify difference between that agile and traditional approach to managing a project
- Develop a mindset of the Agile Values and Principles to use across teams Define the principles associated with Agile project management
- Define the principles associated with agile project management
- Explain how to operationalize Agile in relation to the FAR Describe how Agile differs from traditional contracting processes

Course ID:

INTRO ACIT-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Introduction to the Acquisition of Agile Services

Description

This three-day elective course will address current federal acquisition and technology management principles and introduce you to a dynamic, agile mechanism. You will understand how to apply an Agile acquisition approach to the federal environment and how to select different Agile development methods. At the end of this course, you will have a broad understanding of technology management, software development, and contracting approaches within a new Agile environment.

Learning Objectives

- Understand the key principles of the Agile methodology
- Build and manage an effective Agile acquisition team
- Create an acquisition plan using the Agile methodology
- Determine the best contracting approach for an Agile acquisition project
- Design plans to evaluate, oversee, and manage projects that use the Agile methodology

Course ID:

INTRO AAS-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	2.0
2.1	

Introduction to Federal Contracting

Description

This four-day elective course is designed to provide you with an overview of the federal acquisition system and the roles and responsibilities of contracting professionals therein. You will focus on preparing yourself as a contracting professional to function as a business advisor, decision maker, and agent of the Government in its contractual relationships with the private sector. The principal purpose of the course is to convey knowledge of the acquisition system as a whole, rather than to develop skill at performing any one duty.

Learning Objectives

- Understand the fundamental concepts of contracting
- Recognize the goals of the Federal acquisition system and environmental constraints
- Identify the role of the Executive, Legislative, and Judicial branches of government in acquiring supplies and services
- Learn the basic statutes and regulations that govern the acquisition system
- Comprehend the roles and responsibilities involved in acquiring supplies and services
- Understand the steps in the acquisition process
- Determine the standards of conduct and ethics that apply to participants in the acquisition system

Course ID:

IFC-EL

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.2
1.4	1.6
2.0	2.1
3.0	3.1
4.0	4.1

Justifications and Approvals

Description

This one-day elective course will provide you with an understanding of the three levels of competition applicable to open-market purchases as well as the competition standards that pertain to task orders issued under indefinite-delivery-indefinite-quantity (IDIQ) contracts. You will learn how to write and use a justification & approval document in order to justify the use of other than full and open competition, as well as how to write a limited source justification (LSJ). By the end of this course, you will have reviewed the requirements, content, approval, and posting or publicizing of these documents.

Learning Objectives

- Develop an understanding of the three levels of competition
- Differentiate between full and open competition, full and open competition after exclusion of sources, and other than full and open competition
- Recognize the need for justification and approval for task orders under IDIQ contracts
- Understand how to use a limited source justification (LSJ) for GSA schedule orders
- Learn the requirements, content, approvals, and posting processes for developing an LSJ

Course ID:

JUST APP-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	

Leadership Skills for Contracting Professionals

Description

This two-day elective course will provide you with leadership skills that can be applied at any level within the workforce. This course will define leadership and its role in the government environment, as well as the tools, strategies, and attributes that make an effective leader in this field. You will discover how leaders use communication and collaboration to create and maintain effective teams. You will also develop an understanding of important concepts such as situational leadership, value-based leadership, self-reflection, and emotional intelligence.

Learning Objectives

- Define leadership in a government work environment
- Evaluate different leadership philosophies and strategies
- Analyze current leadership techniques
- Adapt leadership style, philosophies, and approaches with current ideas, experience, and knowledge
- Develop a personal leadership implementation plan

Course ID:

LSCP-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

Managerial Decision Making and Problem Solving for Acquisition Teams

Description

This two-day elective course will help you improve your ability to make sound business decisions efficiently and effectively. You will learn how to develop the problem statement, assess risk, consider ethical issues, and incorporate your decision into the plan. These skills will contribute to your ability to make the best decision using problem-solving tools and techniques. At the conclusion of this course, you will be able to illustrate the key tenets of managerial decision-making.

Learning Objectives

- Develop critical thinking skills for decision making
- Understand how the problem statement is defined
- Learn about ethical considerations in decision making
- Describe the risk management process and identify potential risks for both government and contractor
- Apply risk management techniques and viable solutions

Course ID:

MDPS-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	B.2
B.4	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
3.0	4.0

Market Research

Description

This course is available as a one-, two-, or three-day offering. This elective course will highlight market research as a collaborative responsibility. You will learn how program managers and contracting officers work together to research both the technical and business side of the market. This course will discern the implications of set-asides and resources during the market research phase. You will also examine emerging requirements for documenting the determination and use of small businesses in acquisitions. At the conclusion of this course, you will establish a balance between reliance on internal sources and reliance on purchase from commercial sources.

Learning Objectives

- Understand the role and value of market research in advance procurement planning
- Perform market surveillance through early exchanges with industry
- Apply pricing considerations in market research
- Identify all applicable mandatory non-price-related evaluation factors in the FAR
- Recognize the impact of market research on responsibility and reasonableness considerations

Course ID:

MRKT RE 1-EL
MRKT RE 2-EL
MRKT RE 3-EL

Length: 1, 2, 3 days

CLPs: 8, 16, 24

PDUs: 8, 16, 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	2.1
3.1	4.1

Micro-Purchase Procedures

Description

This one-day elective course will focus on the importance of understanding micro-purchase procedures. You will learn essential guidance on making purchases using micro-purchase procedures, explain the rules that apply to the process, and examine laws and regulations that frame such transactions. At the conclusion of the course, you will be able to successfully complete a micro-purchase with knowledge of the procedures in place.

Learning Objectives

- Introduce and define micro-purchases
- Understand micro-purchase authority
- Explore micro-purchase methods
- Apply micro-purchase procedure steps to make a purchase
- Explain the rules that govern the procedures

Course ID:

MPP-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	

Modular Contracting

Description

In this one-day elective course, you will learn about modular contracting as it relates to IT acquisition. In this course you will gain knowledge of procurement models as well as imperative IT initiatives. You will also learn about regulations, policies, and procedures as it relates to modular contracting. You will gain an in-depth understanding of how to write a sample contract to include an example of a large dollar amount and small dollar amount, giving you a realm of experience.

Learning Objectives

- Understand the key principles of modular contracting in support of IT acquisitions
- Analyze how the Federal Acquisition Regulation (FAR) addresses modular contracts
- Demonstrate proficiency in the application of the modular acquisition approach within the Federal IT acquisition landscape
- Contrast traditional procurement models with modular contracts, emphasizing their relevance to IT initiatives
- Review the best contracting approach for modular acquisition project

Course ID:

MOD CON-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0

Monitoring and Documenting Contractor Performance

Description

This three-day elective course will help you gain skills to ensure that contracts are performed according to the terms and conditions set by the contractor and the government. You will understand the different roles and responsibilities for administering contracts. This course will teach you about monitoring a contractor's progress and assuring that the government receives the quality of service(s) or product(s) in accordance with contractual provisions.

Learning Objectives

- Understand the responsibilities of federal acquisition personnel for monitoring and documenting the contractor's performance
- Learn the standards of conduct
- Determine the terms and procedures for conducting performance assessments for performance-based contracts
- Implement contract terms that govern oversight of the contractor
- Monitor and document the contractor's progress, costs, management of government furnished property, and fraudulent behavior

Course ID:

MDCP-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Negotiation Techniques for Contracting Professionals

Description

This course is available as a one- or five-day offering. This elective course will teach you how to use negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. This course will focus on finding creative, integrative solutions that satisfy each party's interests and needs, resulting in the best possible negotiated outcome. You will learn and apply collaborative problem-solving techniques to realistic acquisition challenges.

Learning Objectives

- Discuss the negotiation concept
- Recognize negotiation outcomes and styles
- Understand the importance of perception
- Explain the spectrum of negotiation styles
- Describe successful negotiation attitudes

Course ID:

NTCP 1-EL
NTCP 5-EL

Length: 1 or 5 days

CLPs: 8 or 40

PDUs: 8 or 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	3.1

Performance-Based Service Acquisition

Description

This course is available as a three- or five-day offering. This elective course will discuss the outcomes of the Government Performance Results Act (GPRA), which generated increased agency use of performance-based acquisition (PBA) methods to ensure achievement of contractual objectives. This course includes the latest guidance and samples issued by the Office of Federal Procurement Policy (OFPP). The performance-based service acquisition (PBSA) process is covered in detail to provide an in-depth explanation of the benefits and challenges in this method of contracting.

Learning Objectives

- Understand the history, purpose, and benefits of PBSA contracting
- Explain performance work statements (PWSs)
- Develop performance indicators, standards, and acceptable quality levels
- Define the roles of various participants in the PBSA process
- Identify positive and negative incentives used in performance-based contracting
- Determine whether agency requirements are appropriate for the PBSA method

Course ID:

PBSA 3-EL
PBSA 5-EL

Length: 3 or 5 days

CLPs: 24 or 40

PDUs: 24 or 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.1	4.0
4.1	

Performance-Based Statements of Work

Description

This three-day elective course will teach the purpose of a performance work statement (PWS), or performance-based statement of work (PBSOW), in performance-based acquisition (PBA). You will learn how to organize, write, review, and improve a PWS. This course will cover the various types of performance work statements and the considerations, planning, and preparation involved with each. With this knowledge that you gain from this course you will be able to fully understand and execute performance-based contracts within your organization.

Learning Objectives

- Understand the history, purpose, and benefits of PBA contracting
- Explain performance-based work statements (PBSOWs) and how to write, review, and improve them
- Write effective statement of objective (SOO) documents and Quality Assurance Surveillance Plans (QASPs)
- Define important terms related to PBSOWs
- Identify positive and negative incentives used in performance-based contracting

Course ID:

PBSOW-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.1

Performance Work Statements

Description

This three-day elective course will teach you the purpose of a performance work statement (PWS) in performance-based acquisitions (PBA) as well as the appropriate situations for using one. You will learn how to organize, write, review, and improve a PWS. This course will cover the various types of a PWS, and the considerations, planning, and preparation involved with crafting and utilizing one for your requirements within your organization.

Learning Objectives

- Explain performance work statements (PWSs)—or performance-based work statements (PBSOWs)—and how to write, review, and improve them
- Write effective statement of objective (SOO) documents
- Define important terms related to PWSs and the acquisition process
- Understand how to draft Quality Assurance Surveillance Plans (QASPs)
- Identify positive and negative incentives used in performance-based contracting

Course ID:

PWS-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.1
4.0	4.1

Procurement Innovation

Description

This two-day elective course covers the Federal Acquisition Regulation (FAR) and the strategies outlined within it. This course will strengthen your knowledge of the flexibilities within the FAR and help you exercise good judgment when making business decisions that impact your customers. With this knowledge that you gain from this course, you will be able to apply innovative processes within your requirements.

Learning Objectives

- Understand and differentiate best practices and innovation techniques permitted by the FAR
- Recognize how these techniques and practices impact the efficiency and effectiveness of procurements
- Formulate a plan for procurement, when appropriate, applying specific innovation techniques

Course ID:

PRO INN-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.1	3.0
4.0	

Project Management for Contracting Professionals

Description

This three-day elective course will explore the distinct issues in project management faced by contracting professionals, such as regulations, procedures, evaluation, and personnel. You will learn priority setting, personnel management, expectation setting, negotiating, simple writing, and effective communications. This course will focus on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance and administration. You will also be introduced to the critical steps that will ensure a successful contracting process.

Learning Objectives

- Review the three domains that constitute the federal triad and how it applies to program/project management
- Describe the elements of contract formation: solicitation, evaluation, and award
- Understand how the FAR impacts the management of a project
- Apply best practices to create a high-performing acquisition team
- Understand the importance and key aspects of acquisition planning
- Identify the functions needed to terminate and close out a contract

Course ID:

PMCP-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	3.0
4.0	

QASP Development

Description

This two-day elective course will introduce and explain the important steps that the acquisition professional must take when writing a Quality Assurance Surveillance Plan (QASP). Through this course, you will gain knowledge of the QASP and learn how to deliver a solidified document in the required solicitation package. Through this course, you will gain an understanding of how to effectively write your QASP to ensure that the contractor fully understands the intention of the plan in accordance with policy and regulations.

Learning Objectives

- Recognize how the Performance Work Statement and requirement documents relate
- Demonstrate the steps and information to write a QASP
- Identify the procedures and policies that govern writing and issuing the QASP
- Understand how the contractor views the QASP, and why the QASP is needed for a successful project

Course ID:

QASP DEV-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.2
B.3	1.2
1.3	1.4
1.5	4.1

Required Documents in Contracting Workshop

Description

In this two-day elective course, you will learn how to differentiate between the types of requirements documents - SOO, SOW, PWS, understand how to draw out requirements and how to use those requirements as the basis for a new competitive solicitation, recognize the critical nature of the requirements document, define PBA and recognize its importance to development of requirements, to include the QASP, develop the different parts of a SOW, develop the different parts of the PWS and QASP, develop the different parts of a SOO and QASP, and leverage industry best practices, creativity and tailored solutions. Additional requests is that this course have a workshop components with group projects, exercises, and homework. Group Project should consist of real-world examples embedded in the instruction, exercises, and homework.

Learning Objectives

- Understand how to develop requirements needed in contracting.
- Recognize the different types of requirement documents in federal acquisitions
- Write effective requirement documents- Statements of Work (SOW), Performance Work Statements (PWS), Statement of Objective (SOO), Quality Assurance Surveillance Plans (QASPs)

Course ID:

RDC WKSP-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.3
B	B.1
B.2	B.3
C.3	1.2
1.3	1.4
1.5	1.6
1.7	2.0

Risk Management in Acquisitions

Description

This two-day elective course will expose you to a broader way of thinking about risk. You will work to understand the types of risk and proper methods of mitigation. This course will teach methods to best manage and report risks and monitor the risk situation. At the conclusion of this course, you will be able to apply learned techniques to real world risk situations.

Learning Objectives

- Determine risk mitigation techniques to use in a contracting related problem
- Recognize risk factors
- Develop a risk management plan
- Formulate viable solutions to a contracting dilemma
- Identify specific language in the PWS/SOW that leads to high-risk and high cost

Course ID:

RMA-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
3.0	4.0
4.1	

Service Contract Law Statute

Description

This two-day elective course will help you understand the Service Contract Act's (SCA) labor requirements and how this knowledge is useful when drafting proposals and negotiating contracts. The SCA protects lower wage earners by setting a salary floor and requires defined fringe benefits. You will learn when the SCA applies and how it is enforced. With the knowledge that you gain from this course, you will be able to identify when to use these policies and procedures for your requirements within your organization.

Learning Objectives

- Understand when the SCA applies, its coverage, and exemptions to the provisions
- Determine SCA wage procedures and prevailing labor rates issues
- Recognize the SCA prevailing fringe benefits and how to its measure health and safety benefits
- Know applicable overtime compensation provisions of the SCA law and how to account for overtime
- Distinguish the interrelationship of the SCA with other labor laws

Course ID:

SCLS-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.1	B.4
B.5	B.6
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
2.0	3.0
3.1	4.0

Simplified Acquisition Procedures (Basic)

Description

This five-day elective course is vital for industry and government professionals who have specific purchasing requirements for equipment and services. This course will focus on the importance of market research in planning and preparing for the buy. In this course, you will explore the dimensions of best value methodology as it applies to simplified acquisition and build confidence in making successful purchasing decisions on every requisition.

Learning Objectives

- Describe strategies and techniques for improving accomplishment of socioeconomic requirements
- Implement effective planning techniques
- Use evaluation factors and negotiation techniques to achieve best value
- Discuss how the evaluation process is a key component in the best value decision
- Recognize and learn how to deal with fraud
- Identify relevant quality assurance issues
- Determine price reasonableness and best value
- Understand the impact of the legal and political environment on acquisition processes and procedures

Course ID:

SAP B-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Simplified Acquisition Procedures (Advanced)

Description

This five-day elective course will focus on the importance of understanding the more advanced issues associated with conducting purchases using simplified acquisition procedures, the reporting of those actions, and the standards of ethical conduct for all government employees. In this course, you will learn about commercial open market purchases, including those above the micro-purchase threshold and up to the expanded threshold for commercial items. At the conclusion of this course, you will understand the necessity of accomplishing certain tasks when using simplified acquisition procedures.

Learning Objectives

- Utilize simplified acquisition procedures for open market purchases and competed requirements
- Solicit offers for both purchase and leasing arrangements
- Review proposed business management and technical evaluation factors
- Develop and conduct negotiation objectives for simplified acquisitions
- Monitor, inspect, and accept supplies and services rendered by the contractor
- Approve payment in accordance with Fast Payment procedures
- Implement the close out of acquisitions with possible modifications, cancellations, and negotiations
- Determine surveillance needed for effective contract administration and follow-up procedures

Course ID:

SAP A-EL

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Simplified Acquisition Procedures Refresher

Description

This course is available as a one- or two-day offering. This elective course will review the Simplified Acquisition Procedures (SAP) involved in making awards under the Simplified Acquisition Threshold (SAT). You will revisit the procedures that take advantage of streamlining aspects of the SAP FAR policy, as well as cover new policies and changes. At the conclusion of this course, you will be refreshed on the necessity of accomplishing certain tasks when using simplified acquisition procedures.

Learning Objectives

- Re-evaluate purchase requests for possible procurement using SAP
- Apply socioeconomic factors in procurements performed using SAP
- Understand the administration of purchase, task, and delivery orders
- Use evaluation factors and negotiation techniques to achieve best value

Course ID:

SAP REF 1-EL
SAP REF 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Source Evaluation and Selection (Basic)

Description

This two-day elective course will provide you with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. This course will introduce you to source selection procedures and the importance of sound business judgment in selecting the successful contractor. With this knowledge, you will be able to perform successful source selections for your organization.

Learning Objectives

- Implement formal source selection procedures
- Understand the responsibilities of boards, councils, panels, and groups who perform the evaluations
- Utilize evaluation procedures in selection by developing evaluation criteria that ties back to the requirement and utilizing a sound scoring method
- Negotiate procedures and request of final proposal revisions (FPRs)
- Apply the appropriate procedures in the source selection discussion process

Course ID:

SES B-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Source Evaluation and Selection (Advanced)

Description

This three-day elective course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes affect contract scope, modifications, and constructive changes. Participants will use engaging exercises with negotiation techniques to make changes to existing contracts and ensure equitable adjustments to the contract. This course is designed for contracting professionals, including contract specialists, and contracting officer's representatives, who are involved in administering or overseeing contracts of any type.

Learning Objectives

- Understand the performance standards for the acquisition system as set forth in the FAR
- Identify the type of acquisitions that should not use source selection procedures
- Describe the Value Adjusted Total Evaluated Price (VATEP) source selection procedure and identify its position on the best value continuum
- Implement "best practices" to improve tracking of contractor performance and understand how to mitigate unsuccessful contractor performance
- Define the two major categories of contract types and their risks

Course ID:

SES A-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Source Evaluation and Selection (Best Value)

Description

This two-day elective course will guide you in understanding the importance of learning the trade-off approach used in achieving a best-value acquisition (BVA). During this course, you will learn how to best select a trade-off and the steps in constructing, planning, conducting, and fully executing a BVA. At the conclusion of this course, you will understand the outcomes and how to ensure best-value source selections.

Learning Objectives

- Implement formal source selection procedures for best-value acquisition
- Understand the responsibilities of boards, councils, panels, and groups who perform the evaluations
- Apply the rules related to using the best-value process in source selection and discussions
- Develop evaluation factors and scoring methods
- Negotiate procedures and request of final proposal revisions (FPRs)

Course ID:

SES BV-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Source Selection Debriefing Procedures Workshop

Description

In this one-day elective course, you will learn about specific terminology essential for understanding the source selection process. You will learn about formal and informal selection procedures and why they are used.

Learning Objectives

- Define the informal and formal source selection procedures.
- State the basic purpose and goals of source selection and identify related functions
- Recognize and briefly describe the process and functions that occur during the pre-solicitation and solicitation-award phases of the acquisition process, as it relates to source selection

Course ID:

SSDP WKSP-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
B.2	B.3
C.1	1.1
1.2	1.3
1.4	1.5
1.6	1.7
4.0	4.1

Task Order Contracting

Description

This two-day elective course will increase your skills at identifying, establishing, and ordering work under Task and Delivery Order Contracts. You will learn how to critique excerpts from sample solicitations for multiple award task order contracts, develop pre-negotiation positions on loaded labor rates for task order contracts, and identify requirements that may (and may not) be placed against sample task order contracts. This course will teach you how to develop, determine, and maintain positions and documents critical for task order contracts based on government requirements. At the conclusion of this course, you will be able to carry out a task order contract from conception to closeout.

Learning Objectives

- Determine how and when to establish task order contracts and selecting the indefinite delivery vehicle
- Draft statements of work for task order contracts
- Establish the basis for pricing offers
- Solicit and evaluate offers
- Conduct exchanges with one or more of the awardees

Course ID:

TOC-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Types of Contracts

Description

This course is available as a one- or two-day offering. This elective course will provide you with a basic understanding of various types of contracts used in the Federal Government. You will learn the best application of each type of contract, as well as the benefits and drawbacks they present to the government and the contractor. With this knowledge, you will be able to plan better with your acquisition team by selecting the correct contract type for your requirements within your organization.

Learning Objectives

- Identify types of contracts fixed price vs. cost reimbursable
- Determine the appropriate contract type for any given scenario
- Assess the tools, risks, and consequences associated with each contract type
- Understand how to deal with recurring requirements
- Differentiate between risk and incentive when selecting a contract type

Course ID:

TYPE CON 1-EL
TYPE CON 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Understanding Protests

Description

This one-day elective course will provide you with a broad understanding of protests in government contracting. You will learn proven, well-documented methods to prevent and defend against protests. This course will discuss the bid protest process and the most common reasons why contractors protest. At the conclusion of this course, you will have the tools necessary for handling contract protests.

Learning Objectives

- Recognize the grounds for protests and who can file or be a party to a protest
- Identify common mistakes in pre- and post-award acquisitions
- Understand procedures for preparing agency response and reviewing protestor replies
- Explain the role of the U.S. Court of Federal Claims in the protest process

Course ID:

UNDER PROT-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	3.1

Understanding Protests, Disputes, and Terminations

Description

This three-day elective course provides a broad understanding of topics relating to contracting such as protests, claims, disputes, fraud, and terminations. The course provides contracting professionals with the skills needed to identify the appropriate actions to take should a protest occur, and to effectively meet and resolve disputes. With this knowledge you will be able to be more prepared for protests, disputes and terminations and how to better handle them for your organization.

Learning Objectives

- Employ best practices for avoiding and mitigating protests
- Describe the Contract Disputes Act and the resolution processes
- Determine how to properly document and process claims and how to effectively settle disputes
- Explain the False Claims Act (FCA) and applicability of the statute to Federal contracts
- Identify responsibilities of the contractor and Government when dealing with FCA allegations

Course ID:

UPDT-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	3.1

Writing Statements of Work

Description

This three-day elective course will teach you how to write, review, and improve statements of work (SOW) for various requirements. You will cover how and when to develop a SOW using proper SOW language and evaluation factors. With this information you gain from successfully taking this course, you will be able to write a clear and concise SOW and understand how these requirements will be implemented through contract administration.

Learning Objectives

- Explain the importance of a clear, precise, well-written statement of work (SOW)
- Identify questions to be answered when developing a SOW
- Describe basic requirements and language elements necessary to ensure a well-written SOW
- Understand the importance and purpose of the Independent Government Cost Estimate (IGCE)
- Distinguish valid evaluation factors that must be in the Request for Proposal (RFP)

Course ID:

SOW-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

NCMA Competencies:

A.1	A.2
A.3	B
B.1	C.1
C.2	C.3
1.1	1.2
1.3	1.4
1.5	1.6
1.7	2.0
2.1	2.2

Program and Project Management Courses



Program and Project Management Courses

Complete your Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) entry-, mid- or senior-level certification with our training courses that meet Federal Acquisition Institute (FAI) training requirements. Our courses implement adult learning techniques to make concepts easily applicable to your workplace and agency. Plot your course path using the guide on the next page.

Federal Acquisition Certification for Program/Project Managers (FAC-P/PM)

The FAC-P/PM program is for acquisition professionals in the federal government performing program and project management activities and functions. The career function of a program and project management professional includes developing accurate government requirements, defining measurable performance standards, and managing lifecycle activities. It also ensures the intended outcomes are achieved in an efficient and agile manner in the best interest of the government.

FAC-P/PM courses focus on essential functional and technical skills needed for federal program and project managers. Our instructors then weave in applicable agency policies so you can see how these principles apply to your job. The FAC-P/PM framework applies to all executive agencies, except the Department of Defense (DoD).



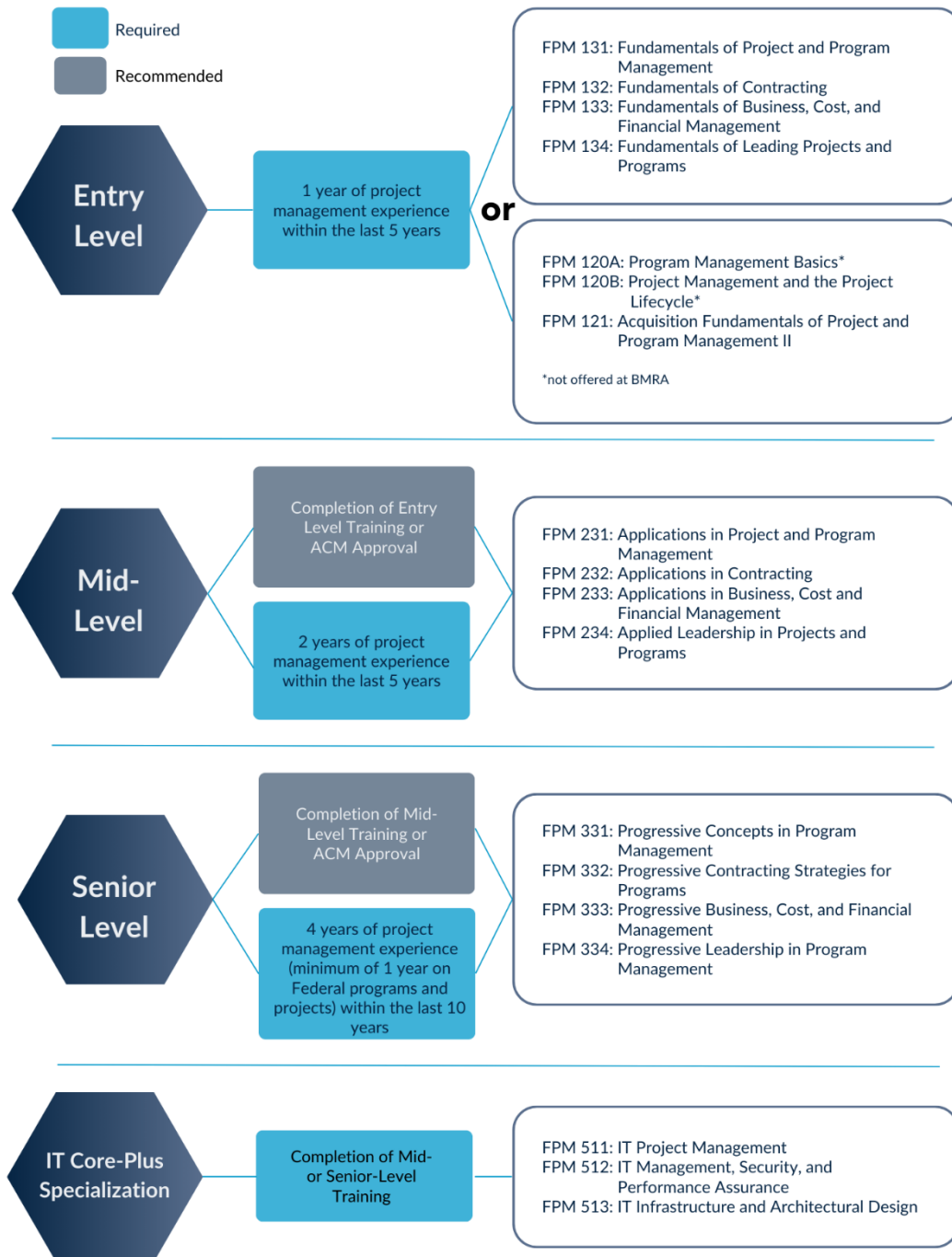
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FAC-P/PM Certification Roadmap

Participants should check with their Acquisition Career Manager (ACM) for any particular course requirements for their agency.



FPM 121: Acquisition Fundamentals of Project and Program Management II

Description

This five-day course will build on the basic concepts you learned in FPM 120A and FPM 120B. You will acquire the basic knowledge and skills needed by an entry-level project manager to successfully manage a small project and 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.

Learning Objectives

- Identify roles and responsibilities to make program/project decisions
- Develop elements of key program/project management deliverables
- Define the process for developing program specification requirements and a performance work statement
- Justify program/project management decisions
- Connect principles of systems engineering to monitoring and controlling a program/project
- Examine program/project performance in terms of cost, schedule, and scope
- Interpret information in case studies, real-world scenarios, and project summaries to determine best solutions for the program/project

Course ID:

FPM 121

Length: 5 days

CLPs: 40

PDU: 40

Modality:



In-person



Virtual

FPM 131: Fundamentals of Project and Program Management

Description

This four-day course will provide you with the foundation for effective requirements development, systems management, and an introduction to the lifecycle of federal government projects. This course will develop your technical knowledge and abilities required in project and program management. At the conclusion of this course, you will be able to successfully develop and manage requirements in accordance with the federal acquisition processes.

Learning Objectives

- Describe the roles and responsibilities of project managers across the project lifecycle
- Define and develop the foundations of a project plan, Work Breakdown Structure (WBS), budget, schedule, and other resources
- Analyze the role of the program manager in developing and managing requirements
- Identify key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Apply Total Life-Cycle Systems Management (TLCSM)

Course ID:

FPM 131

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

FPM 132: Fundamentals of Contracting

Description

This three-day course will provide you with a foundational knowledge of Federal contracting actions and the acquisition process policies. This course will focus on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance and administration. You will also be introduced to the critical steps that will ensure a successful contracting process.

Learning Objectives

- Describe the purpose, goals, and roles and responsibilities of the federal acquisition system
- Understand the importance and key aspects of acquisition planning
- Review the three domains that constitute the federal triad and how it applies to program/project management
- Select evaluation methodology
- Identify the functions needed to terminate and close out a contract

Course ID:

FPM 132

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 133: Fundamentals of Business, Cost, and Financial Management

Description

This three-day course will provide you with the financial management and decision-making skills necessary for successful program/project outcomes. You will learn how to resolve program/project problems by applying effective cost estimating, federal budgeting, and earned value management (EVM) principles. This course will help you develop skills to meet performance outcomes necessary for business and financial management.

Learning Objectives

- Outline the process for building a viable business case
- Evaluate the requirements development process
- Explain the federal budget process
- Understand resource allocation for each type of appropriation
- Describe key concepts relating to earned value management (EVM)

Course ID:

FPM 133

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 134: Fundamentals of Leading Projects and Programs

Description

This two-day course will provide the foundation for leadership, which is critical to the success of all high-performing program and project managers. You will cover problem-solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication. This course will emphasize the importance of essential leadership skills including teamwork, collaboration and communication, personality types and preferences, negotiation skills, and organizational and team structures for optimum performance.

Learning Objectives

- Explain the role of leadership in project management
- Analyze employee accountability in the workplace
- Use effective oral and written communication skills with stakeholders
- Discuss leadership techniques to maximize customer satisfaction
- Understand ethical and professional responsibilities for project managers

Course ID:

FPM 134

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

FPM 231: Applications in Project and Program Management

Description

This four-day course will provide the foundation for effective requirements development and systems management. You will develop the necessary skills to construct an overall acquisition strategy approach in a simulated integrated project team (IPT) environment. This course will emphasize crafting an integrated approach to systems management, including developing requirements, technology and risk management, test and evaluation, and integrated logistics support.

Learning Objectives

- Lead an IPT toward achievement of project goals
- Manage federal projects within a strategic decision environment
- Explain the role of the program manager in developing and managing requirements
- Apply technical management processes that result in a balanced systems design
- Analyze integrated product support using integrated product support elements

Course ID:

FPM 231

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

FPM 232: Applications in Contracting

Description

This three-day course will provide you with discussion of the mission, purpose, vision, and goals of Federal contracting, discusses the Federal Acquisition Regulation (FAR) system and acquisition lifecycle, and reviews the various roles and responsibilities of the acquisition team. You will explore leadership and management processes associated with successful acquisition planning. This course will also cover elements of planning for source selection, and the key aspects of evaluating proposals, bids, and offers. By the end of this course, you will have a thorough understanding of planning contract administration and monitoring contractor performance.

Learning Objectives

- Examine the leadership and management processes associated with acquisition planning
- Formulate an acquisition strategy and acquisition plan
- Differentiate the key features of pre-award actions, contracting methods, and policy required by the Federal Acquisition Regulation (FAR)
- Determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning
- Formulate the key features of comprehensive project requirements documents

Course ID:

FPM 232

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 233: Applications in Business, Cost, and Financial Management

Description

This three-day course is designed to explore key competencies for project managers relating to business and financial management. You will develop application and analysis skills for estimating costs by using cost-related information to manage project financials and assemble a viable business case. This course will teach earned value management (EVM) skills as a tool for tracking contractor performance, managing risk, and adjusting project strategy. You will be able to apply your skills in managing the operational business dynamics within the scope of federal projects.

Learning Objectives

- Identify cost estimating processes, methods, techniques, and analytical principles
- Utilize cost estimating and cost analysis to formulate financial programs and budgets
- Use earned value management (EVM) to forecast and track program/project performance
- Analyze and allocate funds within the appropriations categories
- Understand risk using EVM indicators and employ adjustment techniques as needed

Course ID:

FPM 233

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 234: Applied Leadership in Projects and Programs

Description

This two-day course will provide you with skills in forming and leading integrated teaming arrangements. You will learn effective communication strategies to build alliances, focus decision-making, and resolve interpersonal and organizational conflict. This course will teach you the critical thinking skills needed 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. Additionally, you will gain skills to lead a team, find solutions for issues that pose risk to project performance, and take responsibility and accountability.

Learning Objectives

- Lead and facilitate an integrated project team to achieve project goals
- Apply critical thinking techniques to improve overall individual and team performance
- Resolve interpersonal conflicts, grievances, and confrontations to minimize negative personnel and organizational impact
- Determine the impact that stakeholder relations have on programmatic success
- Identify and effectively leverage the internal and external political environment that impacts the project

Course ID:

FPM 234

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

FPM 331: Progressive Concepts in Program Management

Description

This four-day course will provide you with the technical knowledge and abilities required to orchestrate more complex projects collectively as programs. You will synthesize requirements into viable acquisition strategies and evaluate those strategies as programs evolve. This course will cover technology management processes with the goal of implementing a balanced system design, as well as how to track asset developer technical progress and reporting. At the end of this course, you will have gained viable approaches to product support and supply chain management that increase system readiness, maintain affordability, and reduce the logistics footprint.

Learning Objectives

- Lead integrated project teams and other program-oriented working groups
- Manage the analyses of user requirements to optimize system performance relative to cost and schedule
- Facilitate the development of the program acquisition approach and define program scope
- Manage the integration of business and technology management strategies that deliver best value and meet capability requirements
- Develop and apply effective system performance measures
- Evaluate technical management processes and tools used in system engineering

Course ID:

FPM 331

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

FPM 332: Progressive Contracting Strategies for Programs

Description

This three-day course will provide you with the knowledge and ability to integrate, evaluate, and lead program strategy into a viable approach for program procurement. You will evaluate acquisition planning actions, adjust those plans according to policy and program risk, and orchestrate source selection of a complex program. This course will teach you how exit criteria is developed and defended and how to balance stakeholder expectations. This course will emphasize the acquisition of services that support agency technical and business management requirements. After this course, you will understand how to facilitate a negotiated baseline of performance between the operational users and corresponding commercial and organic support providers.

Learning Objectives

- Lead and process the integration of program and acquisition planning
- Adapt pre-award actions required by the Federal Acquisition Regulation (FAR)
- Prepare the statement of objectives (SOO), statement of work (SOW), or performance-based statement of work (PBSOW)
- Implement contracting approaches within the acquisition strategy and risk management process
- Facilitate the contractual relationship with domestic and international stakeholders

Course ID:

FPM 332

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 333: Progressive Business, Cost, and Financial Management

Description

This three-day course advances the experienced project manager into the business enterprise tasks of leading complex projects and larger, collective programs. You will evaluate for merit and evoke risk management strategies resulting in program-level adjustments to financial plans and cost benefit analyses. Earned value management (EVM) metrics are evaluated, followed by program adjustment decisions based on EVM data. This course will emphasize managing costs and financial risks within the broader context of a Total Life-Cycle Systems Management (TLCSM) approach to program management. You will understand how to present and defend a business case before program stakeholders, manage funds, and other key competencies for project managers.

Learning Objectives

- Identify, apply, and integrate agency financial policies and directives relevant to the program
- Direct financial planning and account for associated risks
- Prepare a comprehensive program specification and the statement of objectives (SOO), or statement of work (SOW), or performance-based statement of work (PBSOW)
- Facilitate program application of common cost estimation and cost analysis techniques
- Understand program application of earned value management (EVM), the criticality of the integrated baseline review (IBR), and how to interpret the EVM indicators and resulting analysis

Course ID:

FPM 333

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

FPM 334: Progressive Leadership in Program Management

Description

This two-day course will expand your interpersonal and mentoring skills required in complex programs. You will learn how modeling responsible and accountable behaviors relates to the effective and efficient use of program resources. This course will teach you how to develop stakeholder relationships through critical thinking, problem-solving, and decision making. You will gain global awareness of the linkage between organizational vision and objectives through plan execution.

Learning Objectives

- Organize and participate in a mentoring program for new project and program managers
- Identify programmatic problems and resolve with corrective courses of action
- Demonstrate a high level of responsibility and accountability for effective use of program resources
- Manage effective and timely stakeholder relationships that generate buy-in
- Evaluate and remain current on local, national, and international policies and trends that affect the organization and shape stakeholders' views

Course ID:

FPM 334

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

FPM 511: Managing IT Projects

Description

This four-day class will prepare you to manage IT projects and programs using processes based on modular procurement. You will learn to craft a contract strategy that accommodates rapid changes in technology, multiple contractors, interoperability, and integration risk. This course will begin with strategy development, and then progress through business re-engineering, Agile development, integration, and measurement of technical performance. Compliance with IT-related Federal laws, regulations, and guidance will be highlighted throughout the course.

Learning Objectives

- Implement information technology (IT) strategies and metrics to support fulfillment of agency strategic objectives
- Develop a comprehensive acquisition strategy, business case, concept of operations, and cost-benefit analysis for a contemporary IT program
- Demonstrate the principles and methods of IT capital investment analysis
- Apply quantitative methods of financial analysis to modular development efforts
- Integrate IT projects into programs and cross-agency initiatives, including dynamic schedules
- Manage, prioritize, and deliver customer-centric requirements

Course ID:

FPM 511

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

FPM 512: IT Management, Security, and Performance Assurance

Description

This four-day course will prepare you to manage 21st century IT projects and programs to meet needs in the most cost-effective way possible, while maintaining privacy and security. You will learn about IT modernization programs and initiatives that are improving the customers' experience. Given cybersecurity threats, you will come to understand how risks can be mitigated to ensure mission success. This course will teach you how to enable various cloud architectures and incorporate service-level agreements and analytics into an acquisition strategy.

Learning Objectives

- Identify the appropriate source selection team roles and responsibilities
- Evaluate the results of market research and determine the availability of sources
- Decide the appropriate acquisition strategy that maximizes small business participation
- Determine a performance-based approach that meets the customer's mission requirement
- Assess the financial implications of various types of contract and incentive arrangements
- Compose contract administration requirements, conduct contract administrative functions, and determine the need for contract modifications

Course ID:

FPM 512

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

FPM 513: IT Infrastructure and Architectural Design

Description

This four-day course will address the latest understanding of Federal IT regulation and guidance. You will learn to incorporate agile principles and best practices into the program business case and use tools to manage backlogs and forecast resource needs. You will learn infrastructure design, data life cycle management, building digital services, and cloud computing, as well as how to assess the readiness of legacy applications for cloud migration. This course will teach you how to incorporate security in accordance with the Federal Information and Security Management Act (FISMA), the new Cloud Smart Initiative, and the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity.

Learning Objectives

- Provide services that meet customer experience and contact center services expectations
- Acquire and implement IT products to support customers with special needs
- Optimize the principles, procedures, and tools of data management
- Use established standards and metrics to categorize IT systems by the level of security commensurate with risk
- Monitor IT programs for compliance with Federal laws, regulations, and guidance
- Assess legacy application readiness for cloud migration
- Incorporate service delivery metrics and analytics into plans for operations and sustainment

Course ID:

FPM 513

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

Program and Project Management Electives

So, you have your certification, now what? You need to maintain it, of course!

Electives are a great way to keep your certification up-to-date while also learning about new and exciting topics that are in the world of program and project management. BMRA works with Subject Matter Experts to build electives that are most needed by the agencies we serve.

The next pages cover our Program and Project Management specific electives that will help you meet any required credit hours. Want to learn about another topic? See our other discipline sections for any needs or interest that you or your agency might have.

Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100.



Acquisition Strategy for Program Managers

Description

This three-day elective course will help Program Managers build a solidified foundation with skills, concepts, tools, and techniques throughout the lifecycle of a government requirement. Topics will include strategic goals, tools and techniques, requirement documents, lifecycle logistics, systems engineering and testing and evaluation. This foundation will assist the program manager at being more successful in managing your project, as well as understand all the documents that are tied into all the phases of the project. The skills, tools and techniques gained from this course will assist you in better understanding each phase better to have a successful project closeout.

Learning Objectives

- Understand the acquisition planning and strategy process based on policies and regulations
- Explain how to complete market research per the FAR and additional policies
- Demonstrate how strategic goals are tied into the mission of the organization
- Recognize how lifecycle logistics, systems engineering and testing and evaluation are incorporated into the project lifecycle
- Apply program management techniques to each phase of the project

Course ID:

ASPM-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Agile for Federal Government Executives

Description

This one-day elective course introduces participants to basic acquisition principles of a Waterfall and Agile project management environment, based on the current policies and practices. Participants learn the challenges of applying an Agile acquisition approach, but also learn the advantages and disadvantages of selecting different Agile development methods.

Learning Objectives

- Become familiar with the key principles of the Waterfall methodology, Agile methodology, Agile Manifesto and 12 Clarifying Principles, and the Agile Development Lifecycle
- Reinforce the Agile methodology
- Define the role of IT Project Management

Course ID:

AFGE-EL

Length: .5 days

CLPs: 4

PDU: 4

Modality:



In-person



Virtual

Agile Project Management for the Federal Government

Description

This course is available as a two- or three-day offering. This elective course will address current federal acquisition and technology management principles and introduce you to dynamic, agile mechanisms. You will understand how to apply an agile acquisition approach to the federal environment and how to select different agile development methods. At the end of this course, you will have a broad understanding of technology management, software development, and contracting approaches within a new Agile environment.

Learning Objectives

- Understand the key principles of the agile methodology
- Build and manage an effective agile acquisition team
- Create an acquisition plan using the agile methodology
- Determine the best contracting approach for an Agile acquisition project
- Design plans to evaluate, oversee, and manage projects that use the agile methodology

Course ID:

APMFG 2-EL
APMFG 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

PDU: 16 or 24

Modality:



In-person



Virtual

Aligning Project Management with Organizational Strategy

Description

This three-day elective course will teach you how to align project management with organizational strategy to ensure the success of your organization. This course will help you understand the relationships between business strategy, portfolio development, and projects from a project management perspective. By the end of this course, you will gain an understanding of how applying organizational strategy with project management can contribute to optimal organizational and stakeholder success.

Learning Objectives

- Understand the importance of both tactical and strategic measures in project management
- Use Project Portfolio Management to bridge organizational strategy and project management
- Develop and implement a strategy for your project that aligns with the organizational strategy
- Implement and understand the significance of a feedback loop allowing ideas to flow upward and downward
- Manage stake holder relations in a manner that aligns with organizational strategy

Course ID:

APMOS-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Assessing and Recovering Troubled Projects

Description

This three-day elective course will help you understand how to assess the health of a project and create a stabilization plan to recover it back to a successful completion. During this course, you will gain and apply the skills necessary to rapidly assess and secure your troubled project and prevent future project failure. By the end of this training, you will be able to determine and execute preventive measures as a successful project manager.

Learning Objectives

- Demonstrate how to rapidly assess the health of a project
- Create and implement a plan for recovery
- Identify the phases of project recovery
- Define a continuous improvement system
- Recognize preventative measures for your projects

Course ID:

ARTP-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Creating Collaboration Through Complexity

Description

This three-day elective course is designed to help you navigate and thrive in complex environments by leveraging collaboration and adaptive leadership. Through a mix of theory, interactive discussions, case studies, and practical exercises, you will develop the skills and mindset needed to foster collaboration, harness collective intelligence, and make sense of complexity. This program aims to equip you with essential tools for effective decision-making and problem-solving in complex situations.

Learning Objectives

- Understand Complexity and Collaborative Intelligence
- Develop an Adaptive Leadership Mindset
- Enhance Effective Communication in Complexity
- Apply Systems Thinking for Complex Problem-Solving
- Utilize Scenario Planning for Effective Decision-Making

Course ID:

CCTC-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Data Visualization

Description

This two-day elective course will provide you with the techniques and methods required to analyze, explain, and present complex data in an accessible manner. During this course, you will work with data sets to learn the fundamentals of interpreting data and the design principles necessary to create effective visuals. Through this course, you will gain an understanding of what makes visuals both digestible and informative. By the end of this course, you will be able to present data sets in a highly comprehensive manner.

Learning Objectives

- Develop skills for interpreting and presenting data
- Identify best practices for visual design and data visualization
- Gain experience in working with large data sets and spreadsheets
- Interpret valuable information from complex data sets
- Learn how to use effective visuals in reports and presentations

Course ID:

DATA VIS-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Earned Value Management

Description

This two-day elective course covers the essential elements of earned value management (EVM) as it is used as a tool in program and project management. This course broadly covers the key principles and tools used in developing the EVM budget matrix for important projects. Participants will also touch on accounting considerations and analysis and management reports. The EVM process is an excellent tool to improve the planning process as it helps define the scope of work and establishes clear responsibilities for the work to be accomplished.

Learning Objectives

- Understand EVM and how it relates to project management techniques
- Explore schedule, budget, and forecasting techniques
- Review Risk Management strategies
- Analyze data to make informed decisions and corrective actions
- Explain a Performance Measurement Baseline (PMB), how to establish one, and how to evaluate one

Course ID:

EVM-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Government Product Owner

Description

This two-day elective course will help students develop an understanding of the critical role that the Product Owner plays by exploring the responsibilities, practices, and mindsets needed to be successful in the role. You will gain knowledge of the Scrum framework, sprints and their goals for each iteration. Additionally, will develop an understanding of the Scrum roles, principles and ceremonies as well understand how to track and ensure that you have a successful product delivery.

Learning Objectives

- Identify practices to be deployed in the working environment
- Understand the accountabilities of the Product Owner on the Scrum Team
- Align the development team around federal priorities, products vision, product goal and Sprint goals
- Practice techniques for backlog management, release management, and moving the project forward with each iteration
- Define the Scrum framework, its roles, principles, and ceremonies

Course ID:

GPO-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Information Technology Acquisitions for Project Managers

Description

This course is available as a two- or three-day offering. This elective course will provide you with a broad overview of IT acquisition including IT project management, best practices, performance and quality assurance, lifecycle management, and risk management. You will receive a basic overview of the Project Management Institute's PMBOK covering IT acquisition and the current program control methodologies. By the end of this course, you will have learned current IT project management processes.

Learning Objectives

- Review IT project management techniques and models including PMBOK Lifecycle, FAI Lifecycle, etc.
- Practice acquisition planning by researching data and the application of Acquisition Governance
- Integrate lifecycle management and logistics approaches such as performance-based logistics and product support plans
- Use the Risk Management Framework (RMF) to integrate security and risk management activities into the system development lifecycle

Course ID:

ITAPM 2-EL
ITAPM 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

PDU: 16 or 24

Modality:



In-person



Virtual

Integrated Project Team

Description

This two-day elective course will provide you with the skills and tools needed to build successful integrated project teams. During this course, you will learn the requirements of creating and coordinating an Integrated Project Team. Good management and proper documentation will lead to successful projects. With this knowledge you will be able to be a successful leader of an IPT as well as a valued team member.

Learning Objectives

- Understand the role of Integrated Project Teams within federal government agencies and departments
- Identify IPT members, assign roles, and establish common goals for your team
- Describe effective IPT practices in supporting federal programs/projects through their entire life cycle
- Demonstrate high-performing IPT practices and techniques that result in successful outcomes

Course ID:

IPT-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Introduction to Analytics

Description

This course is available as a two- or three-day offering. This elective course will give you the analytical skills necessary to evaluate and solve problems to improve upon the success of your organization. After an introduction to a structured 6-Step Analytics Process Model, you will learn to apply these steps through collaborative scenarios and conduct analysis projects. This experiential approach provides you with a foundational understanding of analytics, with an emphasis on collecting, interpreting, and presenting data. With this knowledge, you will be more prepared to understand analytics and how you can utilize the data to assist and make your organization more successful.

Learning Objectives

- Build on your data literacy to read and understand data in different ways to make better decisions and drive improved outcomes
- Understand the 6-step data analytics process
- Understand how the data can assist you in fixing and improving processes within your organization
- Utilize the data to make improved decisions for processes and procedures
- Evaluate and solve problems by utilizing the data that has been analyzed and broken down

Course ID:

INTRO ANALYTICS 2-EL
INTRO ANALYTICS 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

PDU: 16 or 24

Modality:



In-person



Virtual

Introduction to Cloud Computing

Description

This one-day elective course will cut through the industry hype and confusion surrounding cloud computing. You will understand how to select the cloud computing solutions and service providers that can best improve the way you do business. By the end of this course, you will walk away with tips, tools, and checklists for IT strategy that will help you make the right business decisions for your organization.

Learning Objectives

- Understand IT system complexity and the associated administration overheads
- Define capital cost reduction and cash flow management
- Apply business continuity and disaster recovery
- Respond quickly to changes in economic conditions
- Differentiate between data security and data protection on the internet

Course ID:

INTRO CC-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Introduction to Project Management

Description

This three-day elective course will focus on how project managers improve program effectiveness. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management. This course will help you to develop the comprehension and application skills needed to construct an overall acquisition strategy approach. This course will emphasize crafting an integrated approach to systems management. With this knowledge you will be able to improve your organization through program management best practices.

Learning Objectives

- Illustrate the Federal acquisition process and the key planning documentation used by program managers
- Analyze the role of the program manager in developing and managing requirements
- Define and develop the foundations of a project plan
- Understand the Work Breakdown Structure Process and the use of technical performance measures
- Manage and control the project against the baseline and closeout the project

Course ID:

INTRO PM-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Introduction to Project Management for Non-Project Managers

Description

This one-day elective course will provide a basic understanding of important project management principles. You will learn about the key project management terms, roles, responsibilities, tools, and techniques that will allow you to facilitate consistent execution of projects. Additionally, this course will allow you to develop the application skills you need to construct an overall acquisition strategy approach in an integrated project team (IPT) environment. By the end of this course, you will confidently understand how to fulfill project management obligations and how to implement the important principles of program management.

Learning Objectives

- Understand the importance of project planning and how to develop a Project Management Plan
- Apply the principles of contract formation and oversee the lifecycle of the project
- Manage scope, quality, schedule, cost, and change with a multidisciplinary team

Course ID:

INTRO PMNPM-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Introduction into Six Sigma and the Lean Process

Description

This two-day elective course will give students the tools necessary to begin implementing the process improvement foundational to Lean Six Sigma. Students will learn the quality management tools, techniques, and methods for identifying broken or poor performing processes. By providing students with a solid foundation to begin applying Lean Six Sigma principles and methodologies within their organizations, they will learn to effectively drive process improvement and quality management initiatives.

Learning Objectives

- Understand the principles of Lean Six Sigma
- Learn practical tools and techniques for process improvement
- Acquire the skills to identify, assess, and prioritize broken or inefficient processes within an organization, and develop strategies for improvement.
- Explore the five critical improvement concepts of Lean Six Sigma and understand how they apply to process optimization.
- Gain insight into the various Six Sigma belt levels and the benefits of certification

Course ID:

INTRO SSLP-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

IT Project Management for the Federal Government

Description

This two-day elective course will prepare you to manage IT projects and programs. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management. This course will cover integrated approaches to IT Project Management. With this knowledge you will fully understand the regulations and policies that need to be in place for a successful IT project.

Learning Objectives

- Illustrate the federal acquisition process and key planning documentation used by program managers
- Develop a comprehensive acquisition strategy, business case, concept of operations, and cost-benefit analysis for a contemporary IT program
- Evaluate technical performance measures
- Understand the Work Breakdown Structure Process
- Close out an IT project effectively

Course ID:

ITPMFG-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Lean and Agile Fundamentals

Description

This one-day elective is designed to introduce federal employees to the principles and practices of Lean and Agile methodologies. The course will cover the basics of Lean and Agile, including the differences between the two approaches, their histories, and the benefits they can provide to government organizations. The curriculum includes overviews of Lean and Agile philosophy, iterative and continuous delivery methods, and Scrum and Kanban methodologies. By the end of the course, students will have a solid understanding of Lean and Agile, and how these methodologies can be applied to projects in a government setting.

Learning Objectives

- Explain foundational Agile and Lean concepts
- Summarize the Scrum framework, its roles, and events
- Create user stories based on user needs and requirements
- Practice Sprint Execution and associated Scrum events
- Understand Kanban principles and how to use a Kanban Board

Course ID:

LAF-EL

Length: 1 day

CLPs: 8 CLPs

Modality:



In-person



Virtual

Lean and Agile Project Management

Description

This two-day elective course is designed to introduce federal employees to the principles and practices of Lean and Agile methodologies. The course will cover the basics of Lean and Agile, including the differences from traditional approaches, their histories, and the benefits adaptive methodologies can provide to government organizations. The curriculum includes overviews of Lean and Agile philosophy, iterative and continuous delivery methods, and a focus on the Scrum methodology. Students will participate in hands-on exercises to reinforce their understanding of the principles and practices covered. By the end of the course, students will have a solid understanding of Lean and Agile project management, and how these approaches can be applied to projects in a government setting.

Learning Objectives

- Understanding foundational Agile and Lean concepts
- Compare and contrast Lean and Agile approaches with traditional project management
- Describe Lean and Agile project life cycles
- Recognize the Scrum framework, its roles, and ceremonies
- Explain the benefits of Agile and Lean methods

Course ID:

LAPM-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Managing Project Budgets

Description

This one-day elective course will assist you in defining a federal budget, provide you the knowledge of how the budget is planned, authorized, appropriate and apportioned. You will also identify how the budget is allocated and executed to each agency on an annual basis. This course will further explain the policies, laws, and procedures for the budget process. Budget commitments, obligations and expenditures will also be described in this course. Lastly, you will gain an understanding and how to differentiate between the four categories for apportion budgetary resources

Learning Objectives

- Describe the Federal Budget Process and differentiate between budget formulation, Congressional action, budget execution, and control, and audit/review processes.
- Identify policies, laws, resources, and general requirements of the budget formulation process.
- Plan and develop a budget, including the application of budget management concepts.
- Understand and apply concepts related to budget commitments and obligations, expenditures and outlays, and budget authority.
- Define and differentiate between the four categories used to categorize apportion budgetary resources.

Course ID:

MPB-EL

Length: 1 days

CLPs: 8

Modality:



In-person



Virtual

PMP® Exam Prep Boot Camp (PMI® Authorized)

Description

This five-day elective course will provide you with globally recognized practices for project management acknowledged by Project Management Institute (PMI) to successfully manage your projects. This course will offer you the opportunity to prepare for the Project Management Professional (PMP)® Certification Exam and increase your competitive edge in the project management profession. Upon completion of this course, you will gain an in-depth understanding of the practical body of project management knowledge and skills necessary to demonstrate mastery of project management on the job.

Learning Objectives

- Plan and manage a project including budget, schedule, scope, quality, project activities, procurement, and closure
- Assess and manage risks associated with a project
- Understand how to keep the team on track and apply emotional intelligence to promote team performance
- Recognize how to plan with the business environment in mind

Course ID:

PMP EP-EL

Length: 5 days

CLPs: 40

PDU: 35

Modality:



In-person



Virtual

Project Leadership and Communication

Description

This three-day elective course explores different types of project leadership and how to produce the best outcomes based on the chosen type of leadership styles. This course analyses the various leadership styles that work best in the typical scenarios associated with projects both large and small. Great communication practices start at the top. With the knowledge of different leadership styles, communication practices and management skills, you will be able to successfully manage a project for your organization.

Learning Objectives

- Apply leadership skills to complex project management issues
- Successfully identify various methods of motivating and alleviating employee stress for individuals who are dealing with constant change in the working environment
- Learn what information to share with the team and what needs to be kept in confidence
- Use leadership communication skills to engender respect and ensure team members active and positive participation in the project

Course ID:

PLC-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Project Risk Management

Description

This three-day elective course will give you an overview of risk management for projects. It will teach you to identify, assess, and mitigate risk. You will learn different approaches to the risk management process, which will enable you to maintain project momentum. By the end of this course, you will be able to rank and respond to risk, monitor, and control its effects, and communicate risk to others.

Learning Objectives

- Demonstrate the risk management process
- Perform qualitative and quantitative risk analysis
- Monitor and control emerging risks
- Interpret and explain risk to all project stakeholders
- Plan and implement risk responses

Course ID:

PRM-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Project Team Building

Description

This three-day elective course explores what makes teams work, and how to build a team of disparate views around a single goal. Team building begins at the top. Choose leaders wisely and follow the principles of good teams, including establishing a common mission, defining roles and responsibilities to gain buy-in, ensuring responsible oversight, leveraging skillsets, building a culture of trust, and communicating effectively. In this course, participants will learn the philosophies of how to make team members feel valued and valuable through active engagement strategies.

Learning Objectives

- Learn how to recognize talents of the team
- Manage expectations inward, upward, and outward
- Recognize non-contributors and how to turn them into performers
- Apply leadership skills to create a dream team
- Explain how to identify needs of the team and how to hire the best talent to fit the culture or vibe of a team

Course ID:

PTB-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Risk Planning

Description

This 2-day elective course delves into the critical aspects of identifying and managing risks within the context of project and program management. Drawing inspiration from the FAC-PPM course material, and the leading practices in risk planning and management, participants will learn the fundamentals of risk planning and management, including the identification of program and project risks, understanding operational risk, integration of risk management techniques into project management, conducting risk analysis, and formulating effective risk response strategies. The course blends engaging lectures, interactive exercises, and real-world case studies to ensure participants gain practical insights that can be applied in their professional roles.

Learning Objectives

- Understand the significance of risk management in program and project context
- Identify and evaluate program and project risks
- Comprehend the nuances of operational risk and its impact
- Execute risk analysis to effectively prioritize risks for response and ongoing monitoring
- Devise appropriate risk response strategies based on meticulous risk analysis

Course ID:

RISK PLAN-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Work Breakdown Structure

Description

This one-day elective course will provide the best practices of building a Work Breakdown Structure (WBS) and building upon the WBS to complete a schedule with activities and a WBS dictionary to manage and control the scope. The participant will be able to identify all the tasks in a project and break the larger project down into a series of manageable and discrete tasks or work packages. This course uses engaging exercises and facilitator led discussions to further reinforce the learning objectives of this course.

Learning Objectives

- Understand the reasons for using a Work Breakdown Structure (WBS) on a project by recognizing and reading the tasks
- Develop a comprehensive WBS in graphic or outline format using the practical skills and techniques provided in the course
- Demonstrate how WBS is the basis for estimates on time, schedule, and budgeting
- Apply how to integrate the WBS with other project management tools for requirements definition and quality management by using practical skills and techniques provided in the course

Course ID:

WBS-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Grants Courses



Grants Courses

The transfer of financial assistance from federal agencies to non-federal entities can be a tricky subject. There are so many issues to cover from grant writing, evaluation, and management to fraud mitigation, detection, and remedy. These pre-award, award and post-award activities can vary by agency, locality, and application. BMRA's skilled instructors have the experience your agency needs to address these and other top issues in federal government grant management. BMRA knows this area of interest is growing quickly and more courses are being created.

Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100.



Auditing Federal Grants

Description

This one-day elective course helps you understand the full grants management process. In this course, you will learn about how audits provide a mechanism for monitoring grants, ensure that recipients meet financial and performance goals, and correct potential issues.

Learning Objectives

- Explain the full grants management process and current regulatory requirements governing grants
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance and other constructive feedback to grants managers

Course ID:

AFG-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Cooperative Agreements and Substantial Involvement

Description

This course is available as a one or two-day offering. This elective course provides training and insight about cooperative agreements and substantial involvements. Unlike other award types, cooperative agreements allow for significant agency involvement. This course focuses on establishing proper and effective parameters around that agency's involvement.

Learning Objectives

- Explain the basics of cooperative agreements, including the definition, selecting the appropriate award instrument, notices of funding opportunities, and award documents
- Identify the actions associated with monitoring and resolving issues on cooperative agreements
- Understand when cooperative agreements are the appropriate method of assistance and what their role of substantial involvement consists of

Course ID:

CASI 1-EL
CASI 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

Modality:



In-person



Virtual

Cost Principles for Grants

Description

This one-day elective course is designed to cover grant-related financial actions, including but not limited to budget review, required recipient reporting, and audits. Most federal personnel deal with more than one type of recipient during their career and many recipients sub-grant funds to organizations subject to a different set of cost principles. In this course, students gain a firm knowledge of the concepts central to all versions of cost principles, as well as practical experience applying each set of cost principles to assistance agreement situations.

Learning Objectives

- Apply appropriate tests to determine whether costs are reasonable
- Classify typical costs as direct or indirect
- Use the four sets of cost principles as reference tools to answer questions about allowable expenditures for sample selected items of cost, determine whether those sample costs are direct or indirect, and support answers with citations
- Review grant application budgets to determine allowable costs
- Analyze spending decisions to determine whether they are allowable

Course ID:

CPG-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Detecting and Preventing Fraud on Federal Grants Projects

Description

This course is available as a one- or two-day offering. This elective course helps participants gain an in-depth understanding of potential fraud risks inherent in various programs and entity types, as well as practical experience applying fraud prevention and detection techniques. Through completion of this course, you will have an enhanced ability to identify and prevent fraudulent activities.

Learning Objectives

- Conduct a risk assessment of a sample federal program
- Create an effective fraud prevention monitoring process with action item list
- Evaluate and test an entity's internal controls for vulnerabilities
- Analyze case studies for actions that could have prevented fraud or detected it earlier

Course ID:

DPFFGP 1-EL
DPFFGP 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

Modality:



In-person



Virtual

Ethical Considerations in Federal Financial Assistance Management

Description

This one-day elective course discusses how federal financial assistance programs pose unique ethical situations. In this course, you will review and discuss government-wide ethics standards and how those standards are applied in the federal grant's environment. This course exposes participants to those situations and offers guidance on how to evaluate and address them.

Learning Objectives

- Examine methods to promote fairness and transparency in grant selection and award processes
- Review federal grant program management ethics issues, research integrity, and misconduct
- Identify common fraud schemes and discuss possible enforcement actions

Course ID:

ECFFAM-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Ethics in the Grants Environment

Description

This one-day elective course is designed to be taken by federal employees that work in and with financial assistance programs. In this course, students will discuss the standards of ethical conduct for federal employees that award or monitor federal awards as outlined by laws and regulations outlined by the government.

Learning Objectives

- Define the standards governed by law surrounding ethical conduct of federal employees that award or monitor Federal Awards
- Discuss these standards of conduct
- Identify and explain how standards apply in situations such as gift giving/receiving, using government funds for personal use, managing conflict of interest and more

Course ID:

EGE-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Federal Financial Assistance

Description

This five-day elective course is designed to give you the basic information needed to manage federal assistance awards at your agency. This course will summarize a brief history of federal grants and assistance and provide valuable background information on roles and responsibilities of all parties in the world of federal grants. By the end of this course, you will have a thorough understanding of the federal grant's lifecycle, 2 CFR 200, and how best practices will assist you with effective grants management for your agency's grants portfolio.

Learning Objectives

- Understand the guides and regulations that govern federal financial assistance
- Define the roles and responsibilities of the key players involved in Federal grants
- Identify each phase of the grants management lifecycle
- Explain the requirements and how they apply to both federal agencies and recipients
- Apply best practices and tools to be a good steward of Federal funds

Course ID:

FFA-EL

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

Internal Control for Grants

Description

This one-day elective course will help you understand how to communicate and implement internal control requirements for grants. You will learn the skills necessary to ensure agency compliance with requirements under relevant laws and regulations, including the Federal Managers' Financial Integrity Act and Government Accountability Office (GAO) standards of internal controls.

Learning Objectives

- Explain the importance of internal control in the grant process
- Identify the five components of internal control
- Conduct a management control review
- Recognize best practices and implementation strategies

Course ID:

ICG-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Introduction to Grants and Cooperative Agreements

Description

This course is available as a two- or three-day offering. This elective course will teach you the foundations of grants and cooperative agreements in the government grant making and monitoring process. You will walk away with a thorough understanding of grants policy and procedures, as well as the grant management process from concept definition through closeout.

Learning Objectives

- Discuss types of changes to contracts
- Examine what causes changes to Federal contracts
- Learn how to effectively administer contract changes
- Select and apply tactics, recognize tactics used by the other party, and counter win/lose tactics used by the other party
- Given a contract's pre-award negotiation plan and the pre-negotiation strategy, select and correctly apply tactics to accomplish the government's negotiation strategy post-award

Course ID:

INTRO GCA 2-EL
INTRO GCA 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

Modality:



In-person



Virtual

Introduction to Grants: Pre-Award and Award

Description

This course is available as a one- or two-day offering. This elective course will help you build fundamental knowledge of the pre-award phase in the financial assistance life cycle. The course is intended for federal personnel who award or administer grants and/or cooperative agreements. By the end of this course, you will be acquainted with the pre-award grants management requirements and processes.

Learning Objectives

- Recognize who is responsible at key stages during the grants process
- Identify the federal requirements affecting grants
- Evaluate the adequacy of program guidelines/regulations
- Review the government wide program announcement template
- Explore the technical review process for applications

Course ID:

IGPAA 1-EL
IGPAA 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

Modality:



In-person



Virtual

Monitoring Grants and Closeout of Financial Assistance

Description

This one-day elective course will increase your knowledge of essential monitoring techniques. This course is designed for federal personnel who are responsible for overseeing the administrative, financial, or programmatic performance of grant recipients. Through this course you will strengthen your ability to identify possible problem areas when administering federal grants.

Learning Objectives

- Prioritize monitoring based on program risk factors
- Analyze scenarios illustrating recipient waste, fraud, and abuse in federal programs and determine appropriate responses
- Evaluate hypothetical grant scenarios to determine whether prior approval is required
- Identify weaknesses in recipient internal controls through a mock site visit
- Review audit findings and determine the appropriate course of action

Course ID:

MGCFA-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Negotiating Federal Financial Assistance Agreements: Reaching Fair Consensus

Description

This two-day elective course is designed to give you the basic information you need to understand negotiating federal financial assistance agreements and to help you develop the skills needed to do so. Fairly negotiated agreements will result in better outcomes for recipient projects, if both the government and the recipient organization enter into negotiations with similar goals and objectives.

Learning Objectives

- Identify general negotiation tactics and styles that are applicable in any negotiation scenario
- Differentiate between what can and cannot be negotiated within federal awards
- Understand and explain the three stages of negotiation: the opening stage, the bargaining stage, and the closing stage

Course ID:

NFFAA RFC-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Performance Measurement in the Federal Grants Lifecycle

Description

This two-day course will provide you with a basic understanding of performance measurement and provide key information on how to use data as a measurement tool for program and project performance. You will learn the importance of the planning processes for evaluation and monitoring, as well as best practices for monitoring and evaluating.

Learning Objectives

- Explain the process necessary for effective performance measurement for Federal grants
- Describe the importance of the planning process as it relates to evaluation and monitoring
- Determine the most appropriate approach for Federal grant performance measurement
- Develop performance measurement requirements for inclusion in Notice of Funding Opportunity Announcements
- Measure Federal grant project performance using post-award requirements

Course ID:

PMFGL-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Financial Management Courses



Financial Management Courses

Whether you are DAWIA certified in Auditing, Business-Financial Management and Cost Estimating, or FAC certified with a focus on finance and budgeting, BMRA's financial management courses will help you increase skills and obtain CLPs for your credentials. A strong practical understanding of finance is an essential skill for leaders and managers in any professional domain. Focused on the principles of finance and accounting, our financial management courses will help transform your ability to impact strategy and mitigate risks through data and financial analysis. Learn how new technology is opening doors for faster decision making and more accurate accountability.

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The Anti-Deficiency Act

Description

This two-day elective course will provide you with an overview of the Anti-Deficiency Act (ADA). You will discuss the federal appropriations and budget process and key features of the ADA. In this course, you will learn how to comply with ADA requirements, how to avoid ADA violations, and how to investigate and/or report suspected ADA violations. This course will teach you how to review and provide context for the kinds of violations that are reported as well as the administrative and/or criminal sanctions imposed on responsible individuals.

Learning Objectives

- Explain the key features of the ADA
- Describe the federal appropriations and budgeting process
- Understand how to avoid ADA violations
- Apply provisions of the ADA to agency situations
- Recognize exceptions to the ADA

Course ID:

ADA-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Appropriations Law

Description

This course is available as a two-, three-, four-, or five-day offering. This elective course introduces participants to the purposes and principles of federal fiscal law. It blends lecture, case studies, participation to engage and challenge participants, while maximizing the exchange of both practical and theoretical information. The primary reference is the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book). Cited cases are all searchable by case number or decision number as referenced. This course also covers the nine criteria for recording obligations and discusses contingent liabilities and de-obligations.

Learning Objectives

- Locate, interpret, and apply the appropriations law principles or regulations applicable to federal government
- Determine appropriate course of actions based on interpretations
- Apply appropriations law to real-world scenarios with respect to purpose, time, and amount
- Understand the Anti-Deficiency Act (ADA) provisions, violation penalties, and reporting requirements
- Understand and apply judgement regarding illegal or improper payments and the reporting of irregularities

Course ID:

APPLAW 2-EL
APPLAW 3-EL
APPLAW 4-EL
APPLAW 5-EL

Length: 2 - 5 days

CLPs: 16, 24, 32, 40

Modality:



In-person



Virtual

Appropriations Law Refresher

Description

This one-day elective course will provide you with a refresher in skills ranging from the proper interpretation and application of federal appropriations law to the use of appropriated funds. You will review the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book). You will also rediscover the relationship of agency budgets to appropriations, propriety, timing, and the legality of certain types of expenditures. After this refresher course, you will walk away with the basis from which to make legal decisions.

Learning Objectives

- Provide guidance to decision-makers on the legality of proposed actions
- Assist in a review of proposed in-house regulations
- Support agency policy in the legal use of annual, multi-year, and no-year appropriations
- Apply Comptroller General decisions to organizational activities
- Assess propriety of administrative decisions

Course ID:

APPLAW REF-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Budget and Accounting Principles

Description

This two-day elective course provides accountants and budget analysts with fundamental terminologies of generally accepted accounting principles and the essential need for accuracy. The differences between the fiduciary responsibility of accountants and the program accountability of budget developers are analyzed. Case studies and class participation are used to interpret accounting statements and apply cross-checks to budget formulation and execution processes.

Learning Objectives

- Understand the principles of accounting and why there is a need for accurate accounting estimates to develop good budgeting estimates
- Develop and understand the federal budgeting process
- Define and understand key accounting and budgeting terminologies
- Apply learned knowledge to record, classify, and interpret accounting statements and apply cross-checks to budget formulation and execution processes

Course ID:

BAP-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Federal Budget Process

Description

This course is available as a two- or three-day offering. This elective course will explore the major phases and timing of the federal budget process. This course will provide you with an overview of the federal budget process, its history, and how it impacts current legislative decisions. You will learn the roles of principal participants throughout the budget process, current issues affecting congressional actions, and how the budget is reviewed and audited.

Learning Objectives

- Identify major legislation that impacts the federal budget process
- Outline how agencies use and track their allocated funds
- Explain how agency budgets are prepared and how they contribute to the President's Budget
- List the types of audits used after the budget has been executed
- Quantify the size and scope of the present budget

Course ID:

FBP 2-EL
FBP 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

Modality:



In-person



Virtual

Federal Budgeting for Non-Budgeting Personnel

Description

This course is available as a one or two-day offering. This elective course presents a strong introduction to the federal budget process and the procedures for formulating, justifying and executing organizational budgets for personnel that don't work within the budgeting field. Participants will gain a firm understanding of what a budget is, how a budget is prepared, the composition of the federal budget, and the role of federal financial management professionals. By the end of this course, you will know how key legislation is changing, how the federal budget is developed and executed, and the resulting impact on the nation's financial and program resources.

Learning Objectives

- Recognize common budget terms and use them appropriately
- Identify key characteristics of object class budgets and program budgets
- Apply valuable techniques for estimating costs
- Estimate travel and contract costs with confidence

Course ID:

FBNBP 1-EL
FBNBP 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

Modality:



In-person



Virtual

Finance Fundamentals for Department of Defense

Description

This three-day elective course will provide non-finance personnel in Department of Defense agencies with an understanding of Federal finance. The course details key Federal finance-related legislation and regulations, as well as the Federal budget. Participants will become familiar with the history of the Federal budget process and its current processes, and how it applies within the agencies of the Department of Defense. Participants will also gain an understanding of the Federal financial management system. The course also helps the participants analyze various aspects of standards and compliance in Federal finance, including financial statements, internal control, required reporting and auditing.

Learning Objectives

- Outline the Federal budget process and agency responsibilities
- List the requirements of the financial management system
- Explain the role of federal financial statements in finance management
- Discuss Cost Accounting Standards (CAS) requirements of the FAR and the applicability and coverage of the standards to Federal contracts
- Describe required audits, and audit and review processes

Course ID:

FIN FUND DOD-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Fundamentals of Budget Formulation and Execution

Description

This four-day elective course will help you hone your financial manager or budget analyst skills and understand the importance of having accurate budget formulation and a solid execution strategy. This course will review relevant legislation and financial principles associated with proper budget formulation. You will cover the high-level process of budget appropriations and agency-level activities that include budget formulation, justification, and execution. At the completion of this course, you will have the skills necessary to ensure agency compliance with legislation and agency policies on budget formulation and execution.

Learning Objectives

- Identify the key terminology and elements of the federal budget process
- Understand the applicable legislation, agency-specific policies, and key features of federal budget formulation
- Utilize the steps to transition from formulation to execution of a budget
- Track the budget timeline and the phases of the budget process
- Identify the roles of the major players in the budget process

Course ID:

FBFE-EL

Length: 4 days

CLPs: 32

Modality:



In-person



Virtual

Internal Controls

Description

This one-day elective course will take you through the responsibilities for assessing internal controls and performing internal control activities. You will learn the skills necessary to ensure agency compliance with requirements under relevant laws and regulations, including the Federal Managers' Financial Integrity Act and Government Accountability Office (GAO) standards of internal controls.

Learning Objectives

- Understand the definition and legal requirements for internal control
- Identify the most common internal controls
- Apply the five components of internal control
- Conduct a management control review
- Recognize the best internal controls practices and implementations

Course ID:

INT CON-EL

Length: 4 days

CLPs: 32

Modality:



In-person



Virtual

Overview of GAO Requirements for Fraud Prevention, ERM, and Internal Controls

Description

This one-day elective course provides internal controls training for management professionals and staff who have responsibilities for assessing internal controls and performing internal control activities. With this information on fraud, Enterprise Risk Management (ERM) and internal controls, you will have the knowledge to successfully apply them to your mission and requirements.

Learning Objectives

- Discuss GAO's Enterprise Risk Management (ERM) framework
- Describe GAO's internal controls and apply them to the performance of a mission
- Explain the Fraud triangle and increasing importance of fighting fraud with the federal government
- Implement the best internal controls practices
- Understand best practices and apply them to your organization

Course ID:

GAO RFP-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Planning, Programming, Budgeting, and Execution

Description

This three-day elective course will cover the importance of having accurate budget formulation and a solid execution strategy as a financial manager or budget analyst. This course will provide you with knowledge of the procedures, processes, and rules governing budget formulation under Planning, Programming, Budgeting, and Execution. You will learn how to utilize best practices and collaborative tools to create a good budget formulation, laying the foundation for excellent execution strategies. The course will also cover the execution phase of budgeting including distribution of funds, accounting, accountability, and red flags. You will learn the skills necessary to ensure agency compliance with legislation and agency policies on budget formulation and execution.

Learning Objectives

- Recognize and explain the roles and relationships of the planning, programming, budgeting, and execution (PPBE) process
- Identify purpose and content of key PPBE events and documents
- Understand any agency-specific policies with respect to budget formulation
- Explain the importance and key features of an excellent budget formulation
- Apply the steps to transition from formulation to execution of a budget

Course ID:

PPBE-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Leasing and Real Estate Courses



Leasing and Real Estate Courses

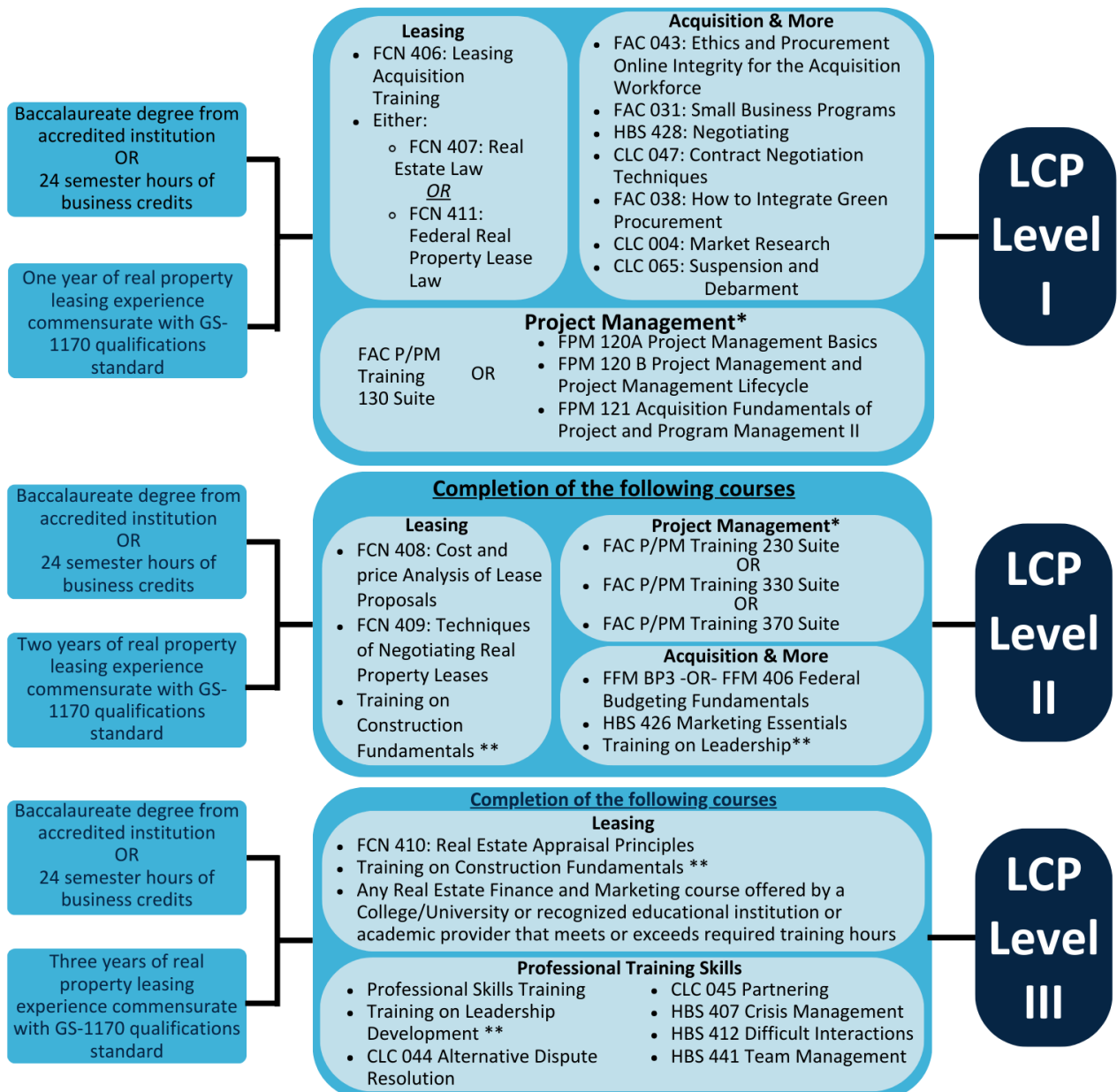
The federal government owns about 640 million acres of land and leases over 363 million square feet in 8,397 buildings in more than 2,200 communities nationwide (<https://www.gsa.gov/real-estate/gsa-properties>). That's a lot of leases! We need Lease Contracting Officers (LCOs) who know their stuff. That is where BMRA comes in. BMRA is the vendor of choice for General Services Administration LCO training. Find out more information about the GSA's Leasing Certification Program (LCP) at: <https://www.gsa.gov/policy-regulations/policy/acquisition-policy/real-property-leasing-certification-program>

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Federal Leasing Warrant Certification Roadmap

The roadmaps below are for levels 1-3 of Leasing Contracting Officer (LCO) within the GSA's Real Property Leasing Certification Program (LCP). Participants should check with their agency for any particular course requirements.



* If you have received your FAC P/PM certification through a legacy curriculum and are in good standing, you are exempt from taking PM training at the commensurate level.

** Where the term "Training on ..." is used in the updated curriculum, the workforce member has some discretion to complete any training course, in the specified competency, offered by a College/University or recognized educational institution or academic provider that meets or exceeds required training hours.

FCN 406: Lease Acquisition Training (LAT)

Description

This five-day course will provide you with the basic, practitioner-level training in the lease acquisition process used by GSA. You will learn how to select the appropriate lease procurement method, carry out the lease process, and abide by GSA regulations using GSA-approved case study exercises. By the end of this course, you will know how to navigate the leasing process, from requirements development through tenant improvement and acceptance to lease contract file management.

Learning Objectives

- Understand the GSA regulatory process for leasing
- Explain the lease acquisition process
- Identify lease models used by GSA
- Know when to use alternative lease strategies
- Understand regulations that impact the lease acquisition process

Course ID:

L-LAT

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

FCN 408: Cost and Price Analysis of Lease Proposals

Description

This five-day course will tackle the difficult task of analyzing lease proposals from a cost and price perspective. You will learn how to evaluate lease proposals, negotiate lease terms, properly contract, and monitor lease buildouts, and use cost inputs in evaluating the technical portion of proposals. This course will teach you how to analyze acquisition planning, simplify leases, and deal with real estate taxes and lease terminations.

Learning Objectives

- Recognize the principles of lease acquisition and lease pricing
- Understand the importance of analysis during acquisition planning
- Analyze solicitation requirements and their price impact
- Conduct price and technical evaluations of initial offers, including present value analysis
- Apply the principles of cost and price analysis on lease proposals
- Conduct analysis in negotiations of lease proposals
- Prepare a price negotiation memorandum
- Analyze additional lease models, real estate taxes, and lease terminations

Course ID:

L-CPALP

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

FCN 409: Negotiating Federal Real Property Leases

Description

This five-day course will provide you with the basics of lease contract negotiation techniques. Course topics will include competition range determinations, development of a negotiation plan, how to properly conduct discussions with lessors, and what techniques can be used in a noncompetitive lease situation. You will learn market research and analysis, types of leases and how they are negotiated, and content and structure of the RLP package.

Learning Objectives

- Determine what needs to be prepared prior to negotiations
- Negotiate a non-competitive lease that is fair to both the government and the lessor
- Apply proper procedures for documenting negotiation results in a price negotiation memorandum (PNM)
- Facilitate competitive discussions as a form of negotiations in lease acquisitions
- Understand how to communicate assessment results
- Use negotiations in other lease types like the simplified lease model and succeeding and superseding leases
- Utilize proper negotiation techniques in lease post-award efforts

Course ID:

L-NFRPL

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

FCN 411: Federal Real Property Lease Law

Description

This five-day course will explain the origin of lease law and discuss the legal implications of the solicitation process. This course will also detail the dispute resolution process, legal principles involved in contract interpretation, and the legal implications of leasing clauses. By the end of this course, you will have a stronger understanding of why lease law exists and how it is properly applied, how to use lease law in the solicitation process, the legal implications of common GSA lease clauses, and the concept of damages and remedies.

Learning Objectives

- Understand the foundations of lease acquisition law
- Apply lease law during solicitations
- Understand the impact of lease reform on lease law
- Determine the impact of lease law on lease acquisition models
- Understand how to properly prevent and defend against protests
- Comprehend the ethics and integrity requirements of lease contracting officers (LCOs)
- Determine what fiscal law statutes apply to lease acquisitions
- Ascertain legal aspects of lease administration

Course ID:

L-FRPLL

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

FCN 412: Lease Administration

Description

This five-day course will provide a general overview of how to properly prepare for, document, and administer GSA Leases from an oversight and performance perspective. This course will teach you the lease administration steps used in the GSA Circulars, Leasing Desk Guide, and Lease File Checklist. By the end of this course, you will understand the entire lease and realty acquisition process from pre-award to contract completion and closeout.

Learning Objectives

- Understand the purpose behind maintaining well documented lease contracting files
- Comprehend how to properly prepare for lease administration
- Identify lease types and clauses
- Understand how to properly apply a lease checklist
- Determine the proper requirements needed for lease post-award administration
- Collaborate with all parties involved to ensure that lessees receive the intended services
- Understand how to prepare price negotiation memorandums
- Track contract performance to a project schedule and keep all stakeholders informed

Course ID:

L-ADMIN

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

Real Estate Finance and Marketing Fundamentals

Description

This five-day elective course is intended to provide government leasing professionals with the ability to analyze the financial viability of real estate investment opportunities. The skills learned here will help participants to understand the best investment opportunities for the benefit of the government. The course provides a complete toolkit to perform a comprehensive financial feasibility analysis. This broad view of the financial elements of real estate combined with the fundamentals of real estate marketing will serve as a powerful combination for government professionals who are responsible for substantial real estate contracts.

Learning Objectives

- Understand the importance of real estate financing and purchase decisions
- Comprehend the principles of time value of money (TVM). Know how net present value (NPV) and future present value (FPV) effect the actual cost of a lease
- Determine how the internal rate of return (IRR) is used in capital budgeting to estimate the profitability of a potential real estate investment. Utilize this calculation to help assess how much lessors should receive in annual lease payments
- Understand basic real estate market fundamentals and what drives real estate purchase prices and lease costs
- Determine how to conduct proper market research for a GSA lease, including utilizing market base, potential discounts, and premiums to establish proper negotiation objectives

Course ID:

REFMF-EL

Length: 5 days

CLPs: 40

Modality:



In-person



Virtual

Leadership and Professional Development Courses



Leadership and Professional Development Courses

We are seeing a significant increase in agencies looking for leadership and professional development courses to help round out the technical training for their employees. We are answering that demand with new courses and bringing in instructors and facilitators with expertise in coaching, Myers-Briggs (MBTI), Thomas Kilmann Instrument (TKI), and DiSC® assessment credentialing, among other professional development specializations. The tools you will gain from these courses will help you and your department reach new heights.

Don't see what you need here? Email us at businessdevelopment@bmra.com or call us at (703) 691-0868 Ext. 100



Adapting to Change While Maintaining Accountability

Description

This one-day elective course will teach you the skills needed to adapt to changing situations in the workplace. You will learn the importance of maintaining professional and accountable behavior during times of change to demonstrate confidence and help the transition process run smoothly. This course will teach you how to remain flexible in the face of new people, processes, and organizational changes and how and when to make decisions and stick to them.

Learning Objectives

- Understand change and its role in the workplace
- Learn how to facilitate an effective transition
- Discover strategies on how to cope and adapt to change.
- Learn and practice simple-to-complex decision-making techniques
- Discuss the key factors to hold others accountable

Course ID:

ACMA-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Briefing and Presentation Skills

Description

This course is available as a one- or three-day offering. This elective course will provide you with the know-how to deliver effective briefings and presentations that resonate with audiences large and small. A briefing or presentation requires thoughtful organization of topics and ideas while keeping audiences engaged.

Learning Objectives

- Utilize multiple tactics to brainstorm briefing and presentation topic organization
- Engage audience members through the use of industry-best practices
- Develop a natural demeanor for a more effective briefing or presentation
- Determine ways to overcome unplanned occurrences or “think on your feet” moments during a briefing or presentation
- Design and execute an effective briefing or presentation

Course ID:

BPS 1-EL
BPS 3-EL

Length: 1 or 3 days

CLPs: 8 or 24

PDU: 8 or 24

Modality:



In-person



Virtual

Building Networks and Maximizing Your Relationships

Description

This four-day elective course will provide you with the tools needed to improve your interpersonal effectiveness. This course will cover essential concepts such as communication strategies, network building, emotional intelligence, and managing conflict. During the course, you will take the DiSC® assessment and interpret the results to better understand your personality and behaviors and how this affects your relationships. At the end of this course, you will have learned to strengthen your interpersonal skills in order to build productive networks and maximize your professional collaborations.

Learning Objectives

- Engage, influence, and manage others through effective communication
- Understand the importance of emotional intelligence in achieving personal and professional goals
- Identify strategies for high-impact communication
- Navigate organizational politics and manage potential sources of conflict
- Complete and interpret the DiSC® assessment

Course ID:

BNMYR-EL

Length: 4 days

CLPs: 32

PDU: 32

Modality:



In-person



Virtual

Business Acumen

Description

This two-day elective course will provide you with an understanding of business acumen and its components, addressing the key business acumen skills to improve your leadership, communication, and decisiveness skills to achieve desired outcomes throughout your agency. It defines forethought, creativity, and agility in developing professional acumen that enhances leadership, communication, and decision-making skills. Explore methods for developing an operational perspective to uncover opportunities for change or innovation within the federal workplace.

Learning Objectives

- Define business acumen and understand its different components
- Understand oneself to develop professional insight that enhances leadership, communication, and strategic thinking
- Use the power of communication to build effective collaborative teams
- Apply decision-making and critical-thinking skills to solve complex problems, and
- Understand creativity and innovation to maximize results

Course ID:

BUS ACU-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Business Writing

Description

This two-day elective course will review intermediate level writing techniques and best practices to communicate information in a clear and concise manner. This course will teach you how to select the right tone, mode of communication, and language to effectively communicate essential elements to your audience. By the end of this course, you will be equipped with the tools and techniques of a successful business writer.

Learning Objectives

- Recognize appropriate writing styles for your audience
- Assess a document for clarity, completeness, and readability
- Produce work products that communicate essential elements to the reader in a clear and concise manner
- Use the writing process to plan, draft, edit, and produce a final product
- Understand the organization and flow of both content and structure

Course ID:

BUS WRIT-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Communicating Up, Down, and Across Organizations

Description

This two-day elective course will teach you how to apply techniques geared to how people act and react to communication styles. Utilizing Everything DiSC Workplace® assessments, you will understand your own communication style and how to interact with those you work with effectively. By the end of this course, you will gain practical communication skills to maintain productive working relationships.

Learning Objectives

- Apply the knowledge of personal DiSC® styles to influence situations and outcomes through effective language
- Understand vulnerabilities in high-performing teams
- Strengthen skills in active listening, providing feedback, and empathy
- Develop a communication plan
- Analyze personality types, emotional intelligence, and team culture

Course ID:

CUDAO-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Communicating with Diplomacy, Tact, and Credibility

Description

This two-day elective course will teach you how to advance your credibility, career standing, and confidence using diplomatic techniques. You will learn how to engage in a diplomatic communication style that promotes mutual respect and civility among the conversational partners. You will also learn conflict resolution techniques that will help to deescalate situations and promote honest, respectful communication to resolve issues among disputing parties. This course includes topics such as communicating with all stakeholders, conveying important information, negotiating with others, and resolving interpersonal conflicts that may arise.

Learning Objectives

- Demonstrate the main techniques of diplomacy as applied to business scenarios
- Apply the main techniques of diplomacy to project confidence, use tact, and gain credibility
- Differentiate when to exert authority and when not to
- Deliver difficult messages with sensitivity to minimize the negative impact
- Learn negotiation and persuasion techniques

Course ID:

CDTC-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Concise and Complete Communication

Description

This one-day elective course examines the communication skills necessary to convey technical information in an easy-to-understand manner for a variety of audiences. It explores the art of communication, as well as different communication techniques and principles of communication. Paramount to being an effective leader is being focused and being able to communicate that focus to others. Setting parameters, goals, roles, and expectations, making clear use of language to best broadcast your initiatives and desired outcomes are keys to successful communication. This engaging course will illustrate the prime skills required for success and how you can begin using these tools today for results.

Learning Objectives

- Identify obstacles to effective communication
- Understand and identify communication challenges in the virtual environment and apply solutions
- Develop clear written communication
- Apply effective communication skills in both verbal and nonverbal communication
- Implement listening skills to enhance effective communication

Course ID:

CCC-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Creativity and Innovation

Description

This two-day elective course will enable you to promote creative thinking in the workplace. Not only will you practice a variety of techniques to access creative capacities, but you will also learn to develop persuasive cases to implement new ideas. By the end of this course, you will have strengthened your potential to generate ideas, discovered the balance between your tactical and creative thinking, and learned to execute innovative problem-solving strategies.

Learning Objectives

- Generate innovative solutions to complex problems
- Create an environment that continually fosters creativity and innovation
- Develop a persuasive case for implementing an innovation
- Identify the relationship between tactical and creative thinking
- Understand how creativity can generate positive outcomes in the workplace

Course ID:

CREAT INN-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Critical Thinking and Problem Solving

Description

This course is available as a one- or three-day offering. This elective course will enable you to tackle problems, seize opportunities, and make effective decisions. This course will address the five types of critical thinking needed in business environments and teach a proven five-step process for responding to business problems and opportunities. At the conclusion of this course, you will be able to apply learned concepts to a specific issue or opportunity and formulate results.

Learning Objectives

- Identify the best thinking approach for a specific scenario.
- Generate innovative responses to business problems and opportunities
- Assess thinking style preferences
- Apply different types of thinking for improved analysis and problem solving
- Design and execute appropriate action plans

Course ID:

CTPS 1-EL
CTPS 3-EL

Length: 1 or 3 days

CLPs: 8 or 24

PDU: 24

Modality:



In-person



Virtual

*Only the 3-day is approved for PDUs at this time.

Customer Service Excellence

Description

This one-day elective course will define the most effective mindset to approach any service situation. It will identify the key employee values that influence customer service interactions, the characteristics of a customer-centric service professional, and strategies to implement them within the federal workforce.

Learning Objectives

- Define customer service and the components that drive it
- How customer experience impacts loyalty, trust, and the perception of an organization
- Define the values, characteristics, and mindset of a customer service professional for any situation
- Identify the tools available to develop a customer-centric approach in the federal workplace

Course ID:

CSE-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Data-Driven Decision Making

Description

This two-day elective course will focus on developing the skills needed to make an educated decision based on available data. This class will cover how increased access to data-based information can help you make better decisions backed by hard data points. You learn how to make decisions based on available data and how data tends to “paint a picture” for a decision’s consequence. You will also discuss how to account for missing or inaccurate data, and the importance of reviewing new data after a decision is implemented.

Learning Objectives

- Learn how to analyze data for decision making
- Evaluate the importance of data and the increasing role it has in decision making
- Discuss the application of data-driven decision making in your field
- Learn how to account for factors that may not appear in data, and how to incorporate those factors into the decision-making process
- Practice analyzing outcomes after making a decision, and evaluating if it was the correct decision based off follow-up data

Course ID:

DDDM-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Design Thinking for Results

Description

This two-day elective course will teach you how to create a design process which bridges imagination and implementation to help organizations address complex challenges, learn from those challenges, and grow. In this course you will learn how to shift your thinking to be customer-focused and how this perspective shift can add value to your results. In addition, you will practice implementing a test-and-learn mentality that will quickly bring more value to your organization.

Learning Objectives

- Describe how the application of a design thinking process can yield offerings that create, deliver and capture a sustainable and differentiated value in the marketplace
- Apply a customer-centric approach to elicit the needs of the customer
- Build a business model canvas to address the marketplace and matrix sides of the value chain in moving from an idea to revenue capture
- Apply an iterative prototyping approach to refine and streamline concepts into offerings that are novel, desirable, defensible, doable and profitable
- Present offerings in a clear, concise and compelling manner

Course ID:

DTR-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Driving and Influencing Change

Description

This course is available as a two- or three-day offering. This elective course will focus on the process of creating and facilitating change in the workplace. In this course, you will learn the different forms change takes and how you can shape those outcomes in the workplace. You will come away with an understanding of how engaging in productive change yields benefits for your team and organization.

Learning Objectives

- Understand change and its role in the workplace
- Differentiate between change and transition
- Learn how to facilitate an effective transition
- Comprehend the critical steps in change management and understand how to guide those steps
- Determine how to cope with the potential stress that change can create

Course ID:

DIC 2-EL

DIC 3-EL

Length: 2 or 3 days**CLPs:** 16 or 24**PDU:** 16 or 24

Modality:



In-person



Virtual

Emotional Intelligence

Description

This course is available as a one-, two-, or three-day offerings. This elective course will emphasize the practical application of emotional intelligence. By taking this course, you will learn how to use these concepts to create effective workplace relationships and facilitate productivity. This course will teach you proven leadership skills that support highly effective, fast-reacting, innovative people and organizations.

Learning Objectives

- Achieve personal awareness to connect with others
- Learn to manage stress and exhibit resilience and optimism
- Engage in healthy conflict and collaboration
- Recognize key moments and situations that shape professional behavioral responses
- Improve decision making and professional contributions in the organization

Course ID:

EMOT INTEL 1-EL
EMOT INTEL 2-EL
EMOT INTEL 3-EL

Length: 1 - 3 days

CLPs: 8, 16, or 24

PDU: 8, 16, or 24

Modality:



In-person



Virtual

Engaging Leadership

Description

This two-day elective course will examine the styles and characteristics that are important to being an engaging leader in order to support employee engagement and happiness in the workplace. This course will help you be self-accountable and develop leadership characteristics that exude engagement. By the end of this course, you will gain the prime skills required to be a successful and engaging leader.

Learning Objectives

- Understand the pillars of engaging leadership such as emotional intelligence, communication, self-reflection, kindness, and empathy
- Identify methods of overcoming barriers to effective communication
- Build positive relationships within your team
- Analyze the impact of employee engagement throughout the organization
- Employ best practices for engaging employees and promoting continuous growth

Course ID:

ENG LEAD-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Establishing a Business Mindset

Description

This three-day elective course will outline the elements of leadership in a business environment by discussing traits, theories, and leadership styles. You will learn how branding, motivation, and inspiration help develop your brand, personal leadership story, and business mindset. This course utilizes case studies and simulation activities to further your understanding.

Learning Objectives

- Define leadership and the traits of an effective leader
- Differentiate between effective and ineffective leadership styles
- Understand the difference between management and leadership
- Address common leadership theories and styles
- Develop and improve a business mindset

Course ID:

EBM-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Evaluating and Presenting Analysis Report

Description

This three-day elective course will teach you how to effectively communicate and recommend solutions based on available data. In this course you will learn how to account for missing or inaccurate data and the importance of data review throughout the life cycle of a project to adjust processes if needed. By the end of this course, you will understand how access to data-based information can help you make better decisions that are backed by hard data points, and how to effectively communicate your findings to your audience.

Learning Objectives

- Learn how to account for factors that may not appear in data, and how to incorporate those factors into the decision-making process
- Describe the process to clearly communicate analysis results
- Apply the most appropriate method to evaluate both quantitative and qualitative analysis results
- Create a presentation plan for a specific audience
- Develop tables, graphs, and charts that convey information quickly and concisely

Course ID:

EPAR-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

From Tactical to Strategic Thinking

Description

This two-day elective course will explain the different thinking approaches and style preferences that exist in the workforce. You will learn strategies and techniques that will enable better results whether you are innovating processes and procedures, managing crises, or planning for the future. This course will review the proven five-step process for responding to business problems and opportunities that will enable you to meet any issue head on.

Learning Objectives

- Determine the root cause of business problems and opportunities and generate innovative responses
- Apply different types of thinking for improved analysis and problem solving
- Assess possible responses accurately to select an optimal response
- Identify and interpret environmental factors that influence strategic thinking
- Forecast the ripple effects of strategic decisions

Course ID:

TST-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Fundamentals of Business Analysis

Description

This two-day elective course will introduce you to the foundational concepts, theories, methods, processes, systems, and structures used by today's business analysts. This class will cover a wide range of skills crucial to business analysts, including the ability to report data concisely and effectively. You will learn how to analyze and interpret a client's requirements, communicate effectively, and document and present your findings to stakeholders. By the end of this course, you will understand how to follow and implement the business analysis methodology, helping you achieve more successful results.

Learning Objectives

- Define and explain what a Business Analyst is and their responsibilities to their agency
- Identify functions that exist within the scope of business analysis
- Understand the Project and Reporting Design Cycle
- Gain an understanding of project documentation
- Report and define business requirements for stakeholders

Course ID:

FBA-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Fundamentals of Time Management

Description

This two-day elective course covers the vital concepts and skills for time management. Students will obtain the tools they need to create effective to-do lists, manage their calendars, run efficient meetings, and use their day productively. The course focuses on techniques described in David Allen's book *Getting Things Done*, and it introduces a range of other time management tools that can suit students with different working styles and preferences.

Learning Objectives

- Describe why time management is important
- Identify key "time wasters" and how to combat them
- Utilize a to-do list to capture and prioritize tasks
- Effectively manage your calendar to ensure you are able to complete everything that needs to be done
- Organize, run, and attend meetings to maximize their productivity and usefulness

Course ID:

FTM-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Government Technical Writing

Description

This two-day elective course will provide technical writing guidance and discuss standards for creating logical and professional written material. You will learn how to identify the intended audience and develop content based on their needs. By the end of this course, you will know how to write government documentation that complies with plain language standards.

Learning Objectives

- Understand ethical obligations as a writer, such as plagiarism rules
- Recognize appropriate writing styles for government audiences
- Write and assess documents for clarity, completeness, and readability
- Apply effective editing techniques
- Explain the importance organization and flow have on the content and structure of a text

Course ID:

GTW-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

High Performing Teamwork

Description

This two-day elective course will cover the skills needed for you and your team to produce high-quality content and work efficiently with each other. You will learn the importance of a high-performing team through hands-on team-building activities that highlight setting a shared vision, using common language, and establishing clear roles and responsibilities. At the conclusion of this course, you will understand how to communicate and operate as a high performing team.

Learning Objectives

- Define a high-performing team
- Clarify the roles and responsibilities within a team
- Employ fairness to overcome inequalities
- Utilize focus areas to find solutions
- Address strengths and weaknesses to discover overlaps and gaps in needed talent

Course ID:

HPT-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

High-Impact Communication

Description

This three-day elective course will teach you techniques for creating high-impact, meaningful communication with coworkers, clients, and stakeholders. You will learn how to develop your communication style, identify the communication styles of your audience, and adapt your delivery accordingly. This course will address common communication fallacies, issues in a virtual and global environment, and ways to identify where a miscommunication has occurred.

Learning Objectives

- Use persuasive communication to achieve desired outcomes
- Adapt your communication style to the receiver's style
- Select the most appropriate delivery medium and structure
- Implement high-impact communication techniques and strategies
- Understand how active listening, empathy, and feedback improve communication

Course ID:

HIC-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Identifying Business Needs and Creating Solutions for Leaders

Description

This three-day elective course is designed for leaders who want to gain a deeper understanding of how to identify and define business needs and effectively determine the scope of potential solutions through stakeholder engagement, exploring options for business needs and various methodologies. Participants will develop the skills necessary to analyze current states, plan future states, and make informed decisions regarding potential solutions.

Learning Objectives

- Understand the foundations of business needs analysis (BNA)
- Identify key stakeholders and plan future states based on stakeholder and capability analysis
- Analyze and understand benefits management
- Develop and communicate business cases to stakeholders and decision makers
- Apply decision-making frameworks to select the most appropriate solution

Course ID:

IBNCSL-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Knowledge Management Essentials

Description

This two-day elective course is designed for business professionals from all disciplines (contracting, IT, program and project management, grants, leasing, legal, etc.). This course will cover the importance of knowledge management, how to enable the attainment and accessibility, and approaches to capture, organize, store and share knowledge. Since knowledge management's foundation is dependent on people, processes, and technology, we will apply techniques geared toward how people act and react in order to achieve the most constructive results.

Learning Objectives

- Understand the multifaceted aspects of Knowledge Management
- Influence Knowledge Management outcomes through communication
- Strengthen skills in active listening, feedback, and empathy
- Learn how to develop a communication plan

Course ID:

KME-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Leadership and Communication Skills

Description

This three-day elective course will examine the leadership skills necessary for you to succeed in your career. This course will teach you how to be an effective leader that can communicate with others. In this course you will learn how to set parameters, create goals, delegate roles, manage expectations, and use clear language to convey desired outcomes. By the end of this course, you will have the communication skills required for successful leadership.

Learning Objectives

- Apply leadership skills to project management issues
- Motivate employees and alleviate stress due to constant change in the working environment
- Identify and apply conflict management strategies in a team environment
- Develop a clear message tailored to your agency's mission
- Use common values to foster team collaboration

Course ID:

LCS-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Leadership and Communication Skills (Advanced)

Description

This three-day elective course will teach you leadership techniques to create meaningful communication with coworkers, clients, and stakeholders. You will learn how to lead through complexity, develop strategic change management plans, identify the communication styles of various audiences, and adapt delivery accordingly. This course will address organizational culture and how to cultivate an inclusive yet innovative environment focusing on emotional intelligence. Through this course, you will learn about issues related to leadership and communication in a virtual and global environment.

Learning Objectives

- Apply leadership skills to complex project management issues
- Identify and apply conflict management strategies in a team environment
- Develop a clear message tailored to your agency's mission
- Use common values to foster team collaboration
- Create a plan to cultivate an ethical organization focused on serving others

Course ID:

LCS A-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Leadership and Management Skills for Non-Managers

Description

This three-day elective course is intended to provide you with the skills necessary to be a leader without needing the managerial title. You will learn that successful leaders use communication, emotional intelligence, and accountability to achieve work and further interests of the organization, no matter their role. By the end of this course, you will understand the qualities and behaviors of effective leaders, including the ability to collaborate, exert influence, and adapt to changing circumstances.

Learning Objectives

- Describe what it means to be a leader, and how it is different than being a manager
- Discuss situations that allow for leadership without a managerial title
- Examine leadership and management skills needed for professional growth
- Analyze how accountability, adaptability, and resilience improve individual and organizational performance
- Evaluate strategies for building long-term credibility throughout your career

Course ID:

LMSNM-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Leadership Fundamentals

Description

This two-day elective course will discuss leadership, leadership theory, and leadership styles, as well as the difference between leadership and management and how to be an effective leader. You will learn to hone your political awareness, and essential skills to influence and build a positive environment of accountability. In addition, you will discuss necessary attributes of leadership, maturity, and qualities needed for lateral growth and transitioning into a leadership position.

Learning Objectives

- Discuss the importance of teams and teambuilding
- Practice giving feedback and how to receive it
- Define leadership communication and navigating difficult conversations with employees
- Understand the importance of delegation and how to delegate tasks effectively
- Learn how to manage conflict as a leader

Course ID:

LEAD FUND-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Leadership Skills and Techniques

Description

This three-day elective course will cover the essential traits and behaviors of leaders and how they can be honed throughout your career. You will learn that skills like engaging, motivating, coaching, and enhancing performance are integral to the success of all leaders. You will also learn about and assess your own leadership style as the first step to seeking out opportunities for growth. By the end of this course, you will have gained the skills and techniques needed to identify and address conflict areas before they escalate.

Learning Objectives

- Identify opportunities for flexible leadership
- Analyze practices to build emotionally intelligent teams
- Explore techniques for enhancing the performance of individuals on your team
- Examine methods for supporting teams through challenging situations
- Develop inclusive teams to foster an environment of creativity and innovation

Course ID:

LST-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Leading and Managing High Performance Project Teams

Description

This course is available as a one- or two-day offering. This elective course will teach you the qualities needed for project teams to produce high-quality content and work efficiently. You will learn elements of project success, such as clarity of vision, communication distinction of roles, and process definition. This course will teach you how to automate processes and incorporate technology to help manage operations and routines. At the end of this course, you will know how to turn a well-functioning team into a high-performing team.

Learning Objectives

- Define clarity of roles within a team to create the best outcome
- Demonstrate a high-performance team model and the elements of success
- Understand leadership focus areas that build high-performing teams
- Create and maintain trusting relationships in teams
- Develop and clarify the mission, policies, and objectives of the organization

Course ID:

LMHPPT 1-EL
LMHPPT 2-EL

Length: 1 or 2 days

CLPs: 8 or 16

PDU: 8 or 16

Modality:



In-person



Virtual

Managing Critical Relationships

Description

This course is available as a two- or three-day offering. This elective course is designed for business professionals from all disciplines. This course will teach you about the proper techniques needed to address various stakeholder communication styles and understand the needs and wants of the critical people you engage with in the workplace. At the end of this course, you will be able to identify the critical workplace relationships you are involved in, as well as ways to effectively manage each relationship in order to successfully navigate your daily interactions with coworkers, subordinates, superiors, and other individuals.

Learning Objectives

- Identify key stakeholders – both internal and external – and the importance of forming relationships with each
- Differentiate between communication styles and select the best one to achieve the outcome(s) you desire
- Discover the tools and techniques used for forming and maintaining beneficial relationships in the workplace
- Understand how to create and maintain relationships built on trust, mutual respect, and accountability.
- Determine how to properly negotiate with others to preserve relationships and establish a positive outcome for all parties

Course ID:

MCR 2-EL
MCR 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

PDU: 16 or 24

Modality:



In-person



Virtual

Managing Multiple Priorities

Description

This course is available as a one-, two-, or three-day offering. This elective course will provide you with an overview of strategies used to balance a series of high-demand tasks while handling multiple, urgent priorities. You will learn how today's career experience is inherently dynamic and develop skills needed to manage new requirements, modifications, meetings, contractor performance reviews, agency priorities, supervisor priorities, and contract oversight. This course will teach you how to prioritize and choose where to focus your efforts and resources.

Learning Objectives

- Utilize strategies for handling a busy schedule
- Identify priority-setting methods and criteria
- Assess personal productivity
- Understand workplace functions with multiple bosses
- Solve time-management problems by preventing time wasters

Course ID:

MMP 1-EL

MMP 2-EL

MMP 3-EL

Length: 1,2,3 days

CLPs: 8, 16, 24

PDU: 8, 16, 24

Modality:



In-person



Virtual

Maximizing Work Ethic and Productivity

Description

This two-day elective course introduces participants to concepts and practices that they can utilize in their day-to-day work to stay motivated, increase their work output, and ensure their quality of work stays high. It blends lecture, exercises, and student participation in a way that engages and challenges participants, while maximizing the exchange of both practical and theoretical information.

Learning Objectives

- Explore multiple ways of setting priorities
- Apply priority management techniques
- Assess your own productivity by making effective lists
- Balance demands of multiple stakeholders
- Employ strategies for handling unrealistic workload and timelines

Course ID:

MWEP-EL

Length: 2-day

CLPs: 16

Modality:



In-person



Virtual

Mentoring and Coaching for Employees

Description

In this three-day elective course, participants will explore the benefits of mentoring and coaching programs for both employees and organizations. By learning to understand the differences between mentoring and coaching relationships, defining what makes these programs successful, and exploring various mentoring and coaching models, participants will consider different approaches and practical application of them within the federal workplace.

Learning Objectives

- Identify the importance of and differences between mentoring and coaching in governmental context
- Practice applying an established coaching methodology
- Determine how to set expectations for individual growth or improvement
- Apply situational leadership strategies in mentoring and coaching interactions
- Distinguish between potential conflict management techniques to resolve issues more effectively

Course ID:

MCE-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Microsoft Office 365 Workshop

Description

This three-day elective course will give you the tools necessary to become more efficient in three of the most used Microsoft Office applications. Through taking this course, you will learn not only the basics of Excel, PowerPoint, and Word, but also helpful new tricks. This course combines lectures and guides with hands-on exercises to give you real-time practice to ensure your success outside the classroom.

Learning Objectives

- Navigate the various Microsoft Tools and Tabs in each of the three applications taught
- Format Text, paragraphs, and media to fit the intended purpose of the material
- Integrate items such as tables, headers and footers, page breaks, animations, etc. using the appropriate Microsoft tool
- Differentiate the various presentation and print options in PowerPoint and identify the option that fits their purpose
- Learn the fundamentals of creating and working with formulas and functions

Course ID:

MSO 365 WKSP-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Multigenerational Workforce

Description

This one-day elective course introduces participants to the opportunities and challenges of a multigenerational workforce. Through a blend of lecture, exercises, and student participation, the class is designed to help students better understand and appreciate the values, priorities, and preferences prevalent in each generation currently in the workforce. By applying the information to their own organization and through group exercises, participants gain practical, applicable management and communication strategies to engage and foster a healthy, productive multigenerational workforce within their own organization.

Learning Objectives

- Gain knowledge on successful techniques for managing multigenerational employees within the federal workplace
- Define methods for overcoming multigeneration challenges such as ageism and stereotypes
- Demonstrate different approaches when communicating and working with employees from varying demographic generations
- Learn management strategies that ensures team members of each generation feel included, respected, and supported

Course ID:

MGW-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Myers-Briggs Type Indicator® Assessment: Personality Matters

Description

This one-day elective course is designed for professionals who wish to use the knowledge of different personalities to be an effective communicator, teammate, and leader. You will learn the importance of each communication style and personality preference and the impact each has on a team and workplace. Using the Myers-Briggs Type Indicator® personality assessment, you will gain heightened awareness of your own personality type, communication style, and effective ways of working with others.

Learning Objectives

- Distinguish the different MBTI personality types and take a self-assessment
- Raise awareness around preferred work style and behaviors of self and others
- Increase understanding of how team members communicate, receive information, and make decisions
- Understand how personality type impacts conflict, leadership, and teamwork
- Recognize common ways that different personality types interact with one other

Course ID:

MBTI-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Planning and Goal Setting

Description

This one-day course focuses on setting goals and time management. It addresses implementing strategies for setting goals, developing action plans to see projects/tasks through completion, aligning company goals, and managing conflicting priorities.

Learning Objectives

- Define goal setting and time management,
- Implement strategies for goal setting and time management,
- Apply tools for effective time management to complete tasks,
- Aligning your goals with the agency's goals, and
- Manage conflicting priorities.

Course ID:

PGS-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Pre-Retirement Planning (FERS)

Description

This two-day elective course will give students practical insight that they will need to make informed decisions about retirement. They will receive a summary of the components of developing a basic financial plan. Students will gain valuable information on retirement planning information related to the Federal Employee Retirement System (FERS). Learn how your health, life insurance, and other benefits carry over into retirement. Learn about types of Medicare and enrollment and how Social Security benefits are calculated. Learn about Thrift Savings Plan investments and withdrawal options.

Learning Objectives

- Identify your retirement income needs and develop a basic understanding of developing an appropriate financial plan
- Determine when you are eligible to retire, and understand how your basic annuity will be computed
- Identify and calculate Social Security benefits, and TSP investment and withdrawal options
- Understand the major steps involved in the retirement application process
- Identify your federal health and life insurance benefits after retirement

Course ID:

PRT FERS-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Presenting and Facilitating with Confidence

Description

This three-day elective course will prepare you to give presentations and facilitate briefings with confidence. This course will assist you with new ways to deliver presentations as well as provide the knowledge of how to prepare before your presentation. With the completion of this course, you will gain the knowledge of keeping the audience engaged, preparation skills, and how to effectively wrap up your presentation and keep the confidence throughout to deliver on various topics for your organization.

Learning Objectives

- Gain knowledge on how to engage audience members using industry-best practices.
- Determine ways to overcome unplanned occurrences moments during a presentation.
- Assess different audience types and the role that plays in a presentation.
- Design and execute an effective presentation.
- Learn new skills on how to prepare for an effective presentation and how to utilize those skills throughout the entire presentation.

Course ID:

PFC-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Problem Solving and Decision Making

Description

This one-day elective course will help hone your critical thinking and problem-solving skills to solve real-world problems. This course will teach you to make more effective business decisions by recognizing causes and consequences, using multiple angles, and supporting opinions with evidence, data, logical reasoning, and statistical measures. By the end of this course, you will have a deeper understanding of how to address issues in a logical manner when making important decisions, use diverse approaches, and determine risk factors.

Learning Objectives

- Develop and improve thinking skills to solve problems efficiently and effectively
- Make decisions using ethics and logic
- Provide and receive feedback using a formal feedback process
- Identify risk management techniques and apply viable solutions to a case

Course ID:

PSDM-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Professional Etiquette

Description

This two-day elective course will provide insights into the nuances of appropriate conduct, and help you develop strategies to thrive in a professional setting. By the end of the course, participants will be better prepared to project a polished and professional image in the workplace, leading to improved career opportunities, increased confidence, and enhanced workplace relationships.

Learning Objectives

- Master the art of communicating with poise
- Establish strategies to maintain a healthy work-life balance, managing stress effectively to ensure personal well-being while excelling in your professional role
- Develop cultural sensitivity and awareness to ensure that professional conduct and interactions are respectful and inclusive
- Identify areas for improvement, set specific professional goals, and develop an action plan for ongoing growth and development

Course ID:

PROF EQ-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Resiliency in the Workplace

Description

In this one-day elective course, you will learn how to adapt and modify work behavior and assignments. Through individual and group learning exercises, you will learn methods, ideas, and approaches that will help you grow and thrive in the face of adversity. By the end of this course, you will be armed with the skills necessary to collaborate effectively in dynamic environments and have a better understanding of emotional intelligence.

Learning Objectives

- Respond quickly, positively, and comfortably to new challenges
- Learn how to work well with a diversity of situations, people, and groups to adapt to a change in assignment, objectives or strategy
- Model flexibility and help other to adapt to change in procedures, processes and policies
- Provide an environment that encourages experimentation and rewards efforts
- Anticipate changes in the internal and external environment and adjust accordingly

Course ID:

RIW-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Responding to Conflict: Strategies for Improved Communication

Description

This course is available as a one-, two-, or three-day offering. This elective course shows you how to manage a response to conflict and curb destructive behaviors so that disputes can become more productive, ultimately improving workplace results and relationships. By the end of this course, you will increase your self-awareness around conflict behaviors and be able to effectively respond to the uncomfortable and unavoidable challenges of workplace issues.

Learning Objectives

- Utilize communication strategies to resolve conflict with colleagues
- Explore active listening and empathy
- Develop communication skills and how to give feedback
- Understand communication styles and how they play into conflict management, response, and resolution

Course ID:

RC SIC 1-EL
RC SIC 2-EL
RC SIC 3-EL

Length: 1, 2, 3 days

CLPs: 8, 16, or 24

PDUs: 8, 16, or 24

Modality:



In-person



Virtual

Retirement Planning

Description

This course is available as a two-or three-day offering. This elective course provides the framework for Federal employees to learn about Federal retirement benefits and how they apply to their specific situation. Many federal employees find it difficult to fully understand federal retirements benefits. Classes are very interactive, with the instructors available before and after class to discuss individual retirement questions.

Learning Objectives

- Understand eligibility requirements for Federal retirement and begin planning for it
- Recognize special considerations for certain Federal groups like law enforcement, foreign service officials, and air traffic controllers
- Determine what the best Survivor Benefit Plan option is for a particular situation (retired military, spouse retirement impact, thrift savings, and 401K)
- Understand Employee Health Benefit plan and eligibility in retirement
- Address Thrift Savings Plan withdrawal concerns

Course ID:

RET PLAN 2-EL
RET PLAN 3-EL

Length: 2 or 3 days

CLPs: 16 or 24

Modality:



In-person



Virtual

Solution Driven Problem Solving

Description

This two-day elective course will teach you visual systems to help break down and understand component parts of complex problems. This will include using team brainstorming techniques that fight cognitive bias, streamline work planning, and generate effective solutions sooner. Students will also learn how to employ modern analytic tools and techniques, from machine learning to game theory and how to structure and communicate their findings to convince audiences to compel action within the federal workplace.

Learning Objectives

- Identify and define complex problems in the federal workplace
- Use visual systems to identify relationships between problem components
- Explore techniques to mitigate cognitive biases when approaching problem-solving
- Develop skills in facilitating group brainstorming sessions
- Structure recommendations to compel action within the federal workplace

Course ID:

SDPS-EL

Length: 2 days

CLPs: 16

Modality:



In-person



Virtual

Strategic Portfolio and Resource Management

Description

This two-day elective course is designed for advanced level Program and Project managers. You will learn effective portfolio management strategies to facilitate cooperation in order to meet the overall goals of the organization. By the end of this course, you will improve your performance by using the tools and techniques of resource management to successfully organize and execute your portfolio.

Learning Objectives

- Identify effective portfolio management techniques for organizational success
- Formulate strategies for identifying and employing selection criteria to portfolio components
- Understand the principles of strategic resourcing
- Write effective portfolio reports
- Create a balanced a portfolio

Course ID:

STRAT PRM-EL

Length: 2 day

CLPs: 16

Modality:



In-person



Virtual

Stress Management

Description

This one-day elective course is designed for students to learn techniques for managing stress and pressure, situations that trigger pressure, and how pressure can become stress. Learn how stress affects you emotionally and physically, and how to respond to it. Define strategies for managing stress and methods for developing strong character. Learn how to take control under pressure and use stress management strategies to cultivate a successful mentality within the federal work environment.

Learning Objectives

- Differentiate between stress and pressure
- Understand what causes stress
- Learn techniques to defuse a stressful situation
- Explain emotional functioning
- Apply stress management techniques

Course ID:

STRESS MAN-EL

Length: 1 day

CLPs: 8

Modality:



In-person



Virtual

Succession Planning Workshop

Description

This one-day elective course will teach you how to implement a succession plan. Through this course, you will learn how to prepare your organization, and protect its mission, in the event of high-level change. Succession planning is not a one-size fits all event, during this workshop you will learn the principles of succession planning, identify where to pull data for your plan, and practice applying the steps for developing and implementing your plan using industry best practices.

Learning Objectives

- Define what constitutes a succession plan
- Identify factors to consider when developing a succession plan
- Determine how to mitigate potential obstacles to implementation
- Apply valuable succession planning best practices at your organization

Course ID:

SPW-EL

Length: 1 day

CLPs: 8

PDU: 8

Modality:



In-person



Virtual

Taking Charge of Organizational Change

Description

This three-day elective course will help you manage, plan, and implement organizational change through different frameworks and processes. Through this course, you will develop the tools and techniques necessary to work through transitions and potential obstacles.

Learning Objectives

- Define what a change agent is and does
- Develop a business case for an organizational change
- Identify frameworks and processes for managing organizational change
- Mitigate potential obstacles that would impact change initiatives
- Learn how to help others deal with change

Course ID:

TCOC-EL

Length: 3 days

CLPs: 24

PDU: 24

Modality:



In-person



Virtual

Team Building Workshop

Description

This three-day elective course will teach you the skills you need to build successful project teams. During this course, you will learn elements of project team building and how to work effectively as a team using communication, emotional intelligence, and accountability. You will gain a better understanding of what builds project teams and how to sustain your high performing team through team assessment, role-play activities, and discussions to encourage self-reflection.

Learning Objectives

- Effectively build a project team
- Encourage successful performance in project teams
- Lead and manage remote project teams
- Create and maintain trusting relationship in teams
- Define clarity of roles within a team to create the best outcome
- Utilize leadership skills to amplify team growth and success
- Align values to a team's purpose and vision

Course ID:

TEAM BUILD WKSP-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Women in Leadership

Description

This two-day elective course designed for professional women explores the unique challenges women face, while also discussing the contributions and perspectives women can offer as leaders. This course offers the opportunity to engage with other women, increase your support network, and further define your leadership style and mindset. This course will strengthen your understanding of the type of leader you want to be and the behavioral changes you can implement to move your career forward.

Learning Objectives

- Discuss challenges women experience in the workplace
- Analyze how your leadership style and values impact the work environment
- Practice inquiry and listening skills to achieve leadership objectives
- Adapt techniques for displaying confidence, presence, and credibility to suit your unique leadership style
- Examine strategies for networking and gaining sponsorship

Course ID:

WIL-EL

Length: 2 days

CLPs: 16

PDU: 16

Modality:



In-person



Virtual

Working in a Virtual Environment

Description

This one-day elective is designed to equip participants with the knowledge and skills needed to manage, communicate, and perform remotely. Whether you are a remote team member, a team leader coordinating across dispersed team members, or a manager overseeing remote teams, this course will provide you with valuable insights and practical tools to enhance your effectiveness.

Learning Objectives

- Develop effective communication strategies for various types of virtual interactions, including written communications and virtual meetings, as well as through forms of asynchronous communication
- Explore a variety of virtual collaboration methods and learn how to effectively leverage them
- Apply organizational and time management techniques unique to virtual work settings
- Consider how to build and sustain high-performing virtual teams, fostering collaboration, trust, and a sense of momentum among team members
- Understand the legal and regulatory requirements in virtual government work environments and associated best practices

Course ID:

WVE-EL

Length: 1-day

CLPs: 8

Modality:



In-person



Virtual

Writing Techniques for Professionals

Description

This three-day elective course will teach students techniques for better writing, as well as how to identify who the audience is and the best ways to reach them. Students will also learn to recognize appropriate rules and writing styles for Government audiences and how to write clear, well-organized, well-structured communications of various types and formats.

Learning Objectives

- Determine when business communication should be in writing
- Develop and tailor content appropriately based on audience needs
- Apply the principles of The Plain Writing Act, as well as other business writing standards
- Assess business writing for clarity, completeness, and readability
- Demonstrate an ethical sensitivity to language choices

Course ID:

WTP-EL

Length: 3 days

CLPs: 24

Modality:



In-person



Virtual

Ordering Information

General Services Administration
Federal Supply Service
Authorized Federal Supply Schedule Price List

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!™ at <https://www.gsaadvantage.gov/>.

Federal Supply Schedule (FSS)
SINs: 5411611, 611430, 611TRAINAW, 611512, 541990, OLM
Contract #: 47QREA23D002X

For more information on ordering from BMRA's FSS, please visit gsalibrary.gsa.gov.

Contract Period: August 21, 2023 – August 20, 2028
Price List Effective: August 21, 2023
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