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LEARNING. HIGH  
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RESULTS.

# ESI's FAC-P/PM

## Certification Curriculum



building talent, driving results

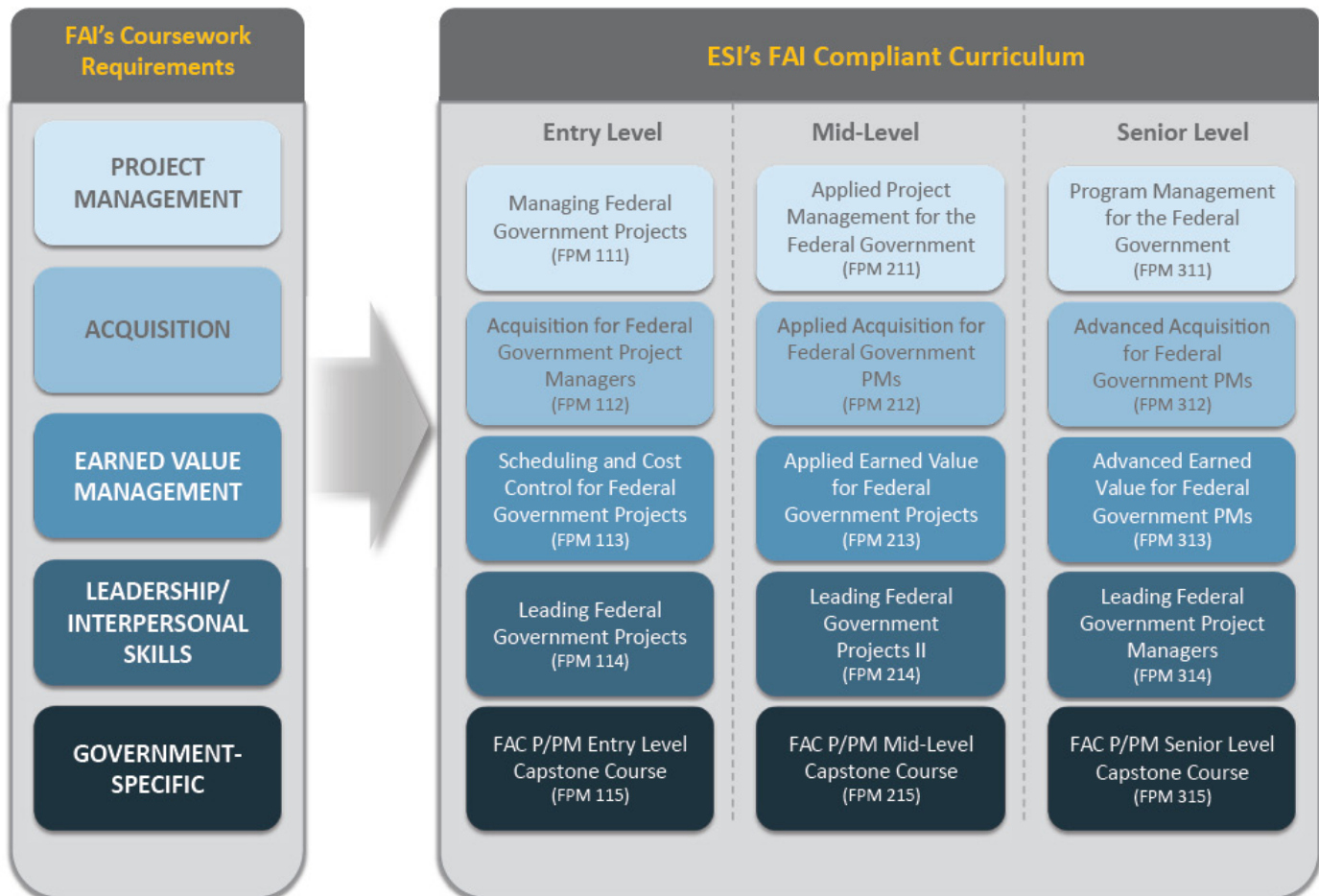


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# ESI's FAC-P/PM Recommended Course of Study

The table below reflects ESI's FAC-P/PM recommended courses of study for each FAI coursework area at each certification level. A person applying to be FAC P-PM certified at a particular level should combine training with their own personal work experience to qualify for certification. The courses listed in the Recommended Courses of Study satisfy the competencies and skills outlined in the The Office of Federal Procurement Policy (OFPP) policy memorandum dated April 25, 2007.



## Managing Federal Government Projects (FPM 111)

4 days – PDUs: 32

Course code: PPM-DQ9

### Learn how to:

- Use core project management skills, concepts and techniques to achieve agency goals
- Work with internal and external stakeholders to identify and document relevant project and program requirements
- Prepare an Integrated Master Plan and Integrated Master Schedule to ensure your projects stay on schedule and on budget
- Describe methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment
- Describe the functions and common issues of membership in a working group or project oriented team
- Anticipate and manage project issues by implementing a risk/opportunity management process

### Course Topics

- ✓ **Requirements for Federal Government Project Managers**
  - Core management skills
- ✓ **Project Life cycle**
- ✓ **Project Initiation**
  - Requirements development process
  - Market research
  - Concept selection process
- ✓ **Project Planning**
  - Scope
  - Work breakdown structure
  - Cost planning
  - Resource planning
  - Risk planning
- ✓ **Project Implementation**
  - Baselines
  - Technology development process
- Technical management process
- Testing and validating requirements
- Test and evaluation strategy
- Performance reporting
- Life cycle logistics
- Total ownership cost
- ✓ **Risk Management**
  - Risk and opportunity management
- ✓ **Project Leadership**
  - Stakeholders
  - Project team formation
- ✓ **Communications Management**
- ✓ **Working Groups and Teams**
- ✓ **Project Closeout**

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**  
**On-site GSA Price per Student (15 student minimum): \$955**  
**On-site GSA Price per Student (20 student minimum): \$895**



## Acquisition for Federal Government Project Managers (FPM 112)

4 days – PDUs: 32

Course Code: PPM-DQB

### Learn how to:

- Identify pre-award actions and the associated contracting methods required by Federal Acquisition Regulation (FAR)
- Support the requirements development process
- Assist in the development of a comprehensive program specification and Statement Of Work (SOW)
- Participate in the process for formulating and structuring a source selection plan
- Describe the process an agency uses to select concepts that allow for best value selection from a competitive solicitation
- Describe how to support contract administrative actions
- Assist with establishing a negotiated baseline of performance with operational users

### Course Topics

- ✓ **Acquisition Planning**
- ✓ **Contract Approach**
  - Identifying agency needs
  - Analyzing risk and type of contract
  - Develop contract terms and conditions
- ✓ **Prepare Requirements and Supporting Documentation**
- ✓ **Prepare and Issue Solicitation**
  - Preparation
  - Evaluation factors
  - Evaluation of proposals
- ✓ **Perform Source Selection**
  - Assessment of proposals
  - Selection decision
  - Source selection documentation
- ✓ **Administer Contract**
  - Quality assurance
  - Modifications and changes
  - Contract terminations
- ✓ **Performance-Based Service Agreements**

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**  
**On-site GSA Price per Student (15 student minimum): \$955**  
**On-site GSA Price per Student (20 student minimum): \$895**



## Scheduling and Cost Control for Federal Government Projects (FPM 113)

4 days – PDUs: 32

Course Code: PPM-DQC

### Learn how to:

- Explain the relationship between core project management life cycle components and scheduling and cost control
- Oversee the application of Total Life Cycle Systems Management (TLCSM) to analyze the impact of decisions on the agency's system and the life cycle consequences of those decisions on system performance and affordability
- Use cost estimating processes, methods and techniques to manage and control project costs, schedules, and performance
- Describe how OMB A-94 can serve as a checklist for sound benefit-cost and cost-effectiveness analyses
- Use a practical process to manage project cost, schedule and performance
- Describe the agency's policy/instructions for financial planning, programming, budget development, and budget execution using OMB A-11

### Course Topics

- ✓ **Essential Background**
  - Overview of project management life cycle
  - Project constraints
  - Planning tools
  - Project requirements
  - The work breakdown structure (WBS) review
- ✓ **Business Financial Planning and Management**
  - Total Life Cycle Systems Management
- ✓ **Cost Estimating**
  - Using estimates for scheduling and cost control
  - Basic rules of estimating
  - Levels of estimating and estimate types
- Estimating methodologies
- Identifying controllable costs
- OMB A-94, benefit-cost and cost-effectiveness analyses
- ✓ **Earned Value Management Process**
  - EVM and cost, schedule and performance
  - EVM variables and metrics
  - Integrated Baseline Review (IBR) process
- ✓ **Department/Agency Programming, Planning and Budget Type**
  - Agency processes for preparing, submitting, and executing the budget

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**

## Leading Federal Government Projects (FPM 114)

3 days – PDUs: 24

Course Code: PPM-DQD

### Learn how to:

- Lead/manage a project team to satisfactory achievement of project goals
- Identify problems, determine accuracy and relevance of information, and use sound judgment to keep projects moving forward
- Recognize the major sources of conflict on teams and resolve them to minimize personal and project impact
- Implement techniques and strategies to create high-impact oral and written communications to ensure messages to stakeholders are targeted, organized and succinct
- Practice fundamental interpersonal skills that can ensure future success as a project leader

### Course Topics

- ✓ **Leadership and Management**
  - Leadership vs. Management
  - Assessing leadership competencies and developmental needs
  - Articulate leadership vision and consider the best way to realize it
  - Processes for establishing direction, aligning people and motivating people to follow a vision
  - Identifying different leadership styles
- ✓ **Managing Conflict**
  - Major sources of conflict on project teams
  - The five modes of handling conflict
- ✓ **High Impact Communications**
  - Communication intelligence
  - Planning messages
  - Structuring messages
  - Delivering messages
- ✓ **Interpersonal Skills for New Project Managers**
  - Resiliency
  - Flexibility
  - Accountability
- ✓ **Problem/Opportunity Identification and Analysis**
  - ESI's Problem/Opportunity Response Process

**GSA Price per Student at a Public Session/Open Enrollment: \$995**

**On-site GSA Price per Student (15 student minimum): \$800**

**On-site GSA Price per Student (20 student minimum): \$740**



# FAC-P/PM Entry-Level Capstone Course (FPM 115)

5 days – PDUs: 40

Course Code: PPM-DQF

## Learn how to:

- Lead and manage projects
- Develop an acquisition plan and manage subsequent contracts and contract teams
- Gather and document project requirements by involving key stakeholders and applying pre-award strategies
- Use tools and strategies to prepare and release clear and cost-effective solicitations
- Prepare for source selection and avoid common pitfalls
- Use EVM and other performance measurements to manage a contract against a baseline
- Oversee the application of Total Life Cycle Systems Management (TLCSM) to projects to analyze the impact of EVM

## Course Topics

- ✓ **Project Manager Roles and Responsibilities**
  - Identify and discuss the roles and responsibilities of the project manager
  - Identify key project roles and responsibilities in the acquisition process
- ✓ **The Project Manager as a Leader**
  - Importance of leadership in project management
  - Leadership competencies
  - Interpret situations to determine next/best course of action
  - Handling conflict
  - Working with a team
  - Making decisions based on strategy
  - Managing project change
- ✓ **Contract Approach**
  - Discuss the roles and responsibilities of contract management during the pre-acquisition phase
  - Define and discuss the components of an acquisition plan
  - Negotiate for appropriate levels of support based on funding and needs

## FAC-P/PM Entry-Level Capstone Course (Continued)

- ✓ **Prepare Requirements and Support Documentation**
  - Need for accurate requirements
  - Market research to determine contractor abilities
  - Preparation of documentation
  - Pre-award activities FAR Parts 1–12
- ✓ **Prepare and Issue Solicitations**
  - Summarize the process for formulating pre-award policies, FAR Parts 13-15
  - Methods for measuring financial management methods
  - Summarize contract publicizing considerations
  - Cost estimating methods
- ✓ **Performing Source Selection**
  - Formulating a source selection plan
  - Ways to structure a source selection process
  - Roles and responsibilities of source selection participants
  - Common pitfalls in source selection
- ✓ **Managing a Contract**
  - Managing a contract against the baseline
  - Integrated baseline review process
  - Using EVM
  - Correcting project performance
  - Operational test and evaluation process
  - Contract change analysis
- ✓ **Life Cycle Logistics**
  - Life Cycle Logistics (LCL) definition
  - TLCSM definition
  - TLCSM overview
  - FAR Part 207
  - Programming, budgeting, and execution process
  - Research, development, test, and evaluation
  - Procurement
  - Operations and management
  - Funds cycle

**GSA Price per Student at a Public Session/Open Enrollment: \$1,120**

**On-site GSA Price per Student (15 student minimum): \$1,025**

**On-site GSA Price per Student (20 student minimum): \$965**



## Applied Project Management for the Federal Government (FPM 211)

4 days – PDU: 32

Course Code: PPM-DQG

### Learn how to:

- Gather project requirements
- Perform technology development processes
- Test and validate project requirements
- Conduct risk management
- Closeout a project

### Course Topics

- ✓ **Project Requirements**
  - Understand the requirements development process
  - Identify and involve stakeholders
  - Identify requirements
  - Derive requirements
  - Document requirements
  - Baseline requirements
  - Conduct market research
  - Perform concept selection process
- ✓ **Testing and Validating Requirements**
  - Recognize the importance of testing
  - Identify the types of tests that validate requirements
  - Verify and validate the business solution aligns with the business requirements document (BRD)
  - Test by requirement type
  - Report test results
- ✓ **Technology Development Process**
  - Define the technology development process
  - Define the technical life cycle and management process
  - Perform technical process
  - Test and validate requirements
- ✓ **Acquisition**
- ✓ **Conduct Risk Management**
  - Risk threats and opportunities
  - Risk management integrated with project planning
  - Developing a risk register
- ✓ **Project Leadership**
  - Working with other managers/ departments
  - Obtaining resources
  - Planning communications
- ✓ **Project Closeout**

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**



## Applied Acquisition for Federal Government Project Managers (FPM 212)

4 days – PDU: 32

Course Code: PPM-DQH

### Learn how to:

- Develop comprehensive specifications and a statement of work that fully defines the agency/department need
- Apply in-depth knowledge of the best-value source selection process
- Demonstrate knowledge of agency/department acquisition regulations and develop Independent Government Estimates (IGE) for cost and price analysis
- Apply best practices, commensurate to the contract type, to evaluate contractor proposals, analyze pricing and cost data to establish a pre-award negotiation position
- Apply an integrated, comprehensive acquisition plan throughout project life cycle
- Provide project management oversight for monitoring contract and supporting contract administration actions

### Course Topics

- ✓ **Application of Contract Methodologies and Policies**
  - Methods of acquisition/ Contract types
  - Key federal acquisition regulations and policies
- ✓ **Market Research and Acquisition Planning**
  - Defining needs and developing performance requirements for statement of work (SOW) and statement of objectives (SOO)
  - Conducting market research and collaborating with industry
  - Establishing the Independent Government Estimate (IGE)
  - Developing a project budget
  - Applying the principles of federal appropriation
  - Obtaining budget approval and appropriation of funds
- ✓ **Solicitation of Proposals and Information**
  - Developing the solicitation for an RFP
  - Developing and disclosing of evaluation factors for contract solicitation
- ✓ **Contract Administration: A Proactive Process**
  - Performance measurements and monitoring
  - Interpretation of performance data and management decisions
  - Dispute resolution
  - Contract closeout

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**



## Applied Earned Value For Federal Government Project Managers (FPM 213)

4 days – PDUs: 32

Course Code: PPM-DQJ

### Learn how to:

- Analyze program life cycle management
- Apply financial management techniques
- Apply cost estimation techniques
- Apply earned value management techniques

### Course Topics

- ✓ **Agency Program Financial Management**
  - Agency planning and budget process
  - Program life cycle management
- ✓ **Business and Financial Management**
  - Financial management process
  - Financial management techniques
  - Risk management in financial management
- ✓ **Cost Estimating**
  - Estimating process
  - Estimating techniques
  - Assessing relationships
  - Risk management in cost estimation
- ✓ **Earned Value Management**
  - Performance management process
  - Performance management techniques
  - Assessing relationships
  - Risk management in performance management

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**



## Leading Federal Government Projects II (FPM 214)

3 days – PDUs: 24

Course Code: PPM-DQK

### Learn how to:

- Build relationships among project stakeholders
- Solve problems and resolve conflicts by using analysis and decision-making techniques
- Influence stakeholders to meet project goals
- Think strategically to ensure project success
- Develop project team members and leverage diversity
- Promote innovation and creativity to add value to the organization
- Negotiate for project resources
- Communicate across all levels of the organization and customize communication approach to individuals
- Facilitate processes for project and program life cycles

### Course Topics

- ✓ **Relationship Building Skills**
  - Partnering
  - Team-building
  - Political savvy
  - Leading without formal authority
  - Building trust
  - Customer service (internal customers/external clients)
- ✓ **Problem Solving**
  - Asking the right questions
  - Stakeholder analysis (evaluate who can fix it, who is breaking it)
  - Metrics for success
  - Weighing options and making decisions
- ✓ **Managing Conflict**
  - Sources of conflict
  - Contemporary view of conflict (not always bad – can be healthy)
  - Conflict sequences (related to SDI colors)
  - Preventable vs. real conflict
  - Conflict resolution
- ✓ **Strategic Thinking**
  - Strategy as a way to achieve project success
  - Impact of organizational constraints
- ✓ **Creativity Innovation**
  - Active vs. passive identification
  - As-is vs. to-be
  - Tools and techniques for identifying problems and opportunities
- ✓ **Developing Others**
  - Identify and optimize the synergies inherent in the different backgrounds (ethnic background, work experience, skill sets) of project team members, departments, their organization at large
  - Coach and mentor to improve performance
  - Recognize good and excellent performance
  - Model the behavior and level of performance expected of the team, stakeholders, vendors etc.
- ✓ **Influencing Stakeholders**
  - Emotional Intelligence/Social Intelligence (Daniel Goldman)
  - Soft Power (Joseph Nye)
  - Legislative Leadership (Jim Collins)
  - Internal and external
  - Awareness
  - Political savvy
  - Leading without formal authority
- ✓ **Negotiations**
  - Preparing for negotiation
  - Conducting negotiation
  - Developing negotiation strategies
  - Identifying negotiation style
- ✓ **Communication**
  - Oral communication
  - Written communication
  - Body language
- ✓ **Facilitating processes for life cycle**
  - Key touch points in project life cycle
  - Skills and tools used at touch points

**GSA Price per Student at a Public Session/Open Enrollment: \$995**

**On-site GSA Price per Student (15 student minimum): \$800**

**On-site GSA Price per Student (20 student minimum): \$740**

# FAC-P/PM Mid-Level Capstone Course (FPM 215)

5 days – PDU: 40

Course Code: PPM-DQL

## Learn how to:

- Examine program and project management within the federal government
- Demonstrate leadership and interpersonal skills
- Oversee development of project/program management plans, contract management approach, solicitation and source selection and requirements management approach
- Explain the value of negotiating a baseline of performance, key features of requirements and support documentation, use of life cycle logistics in project/program management
- Examine the intersection of project/program management, leadership and interpersonal skills

## Course Topics

- ✓ **An Overview of Federal Programs and Projects**
  - Program management roles and responsibilities
  - Program vs. project management functions
  - Program vs. project managers in the federal government
  - How specific programs or organizations influence program management activities
  - Program management office
  - Life cycle of an acquisition project
  - Relationship between program/project managers and contract management
- ✓ **Leading Federal Program and Project Teams**
  - Identifying current affairs or trends that will affect programs
  - Managing team behaviors with influence and negotiation
  - Working with others to achieve common goals
  - Selecting appropriate conflict management tools
  - Identifying organizational characteristics that may affect your program
  - Considering long-term interests when making program plans and decisions
  - Making decisions based on program data and considering the implications
  - Using entrepreneurial skills in federal programs
  - Developing a WBS that reflects all program elements and is tailored to specific program needs
  - Relating program cost activities to government and agency processes
  - Developing a comprehensive risk management process

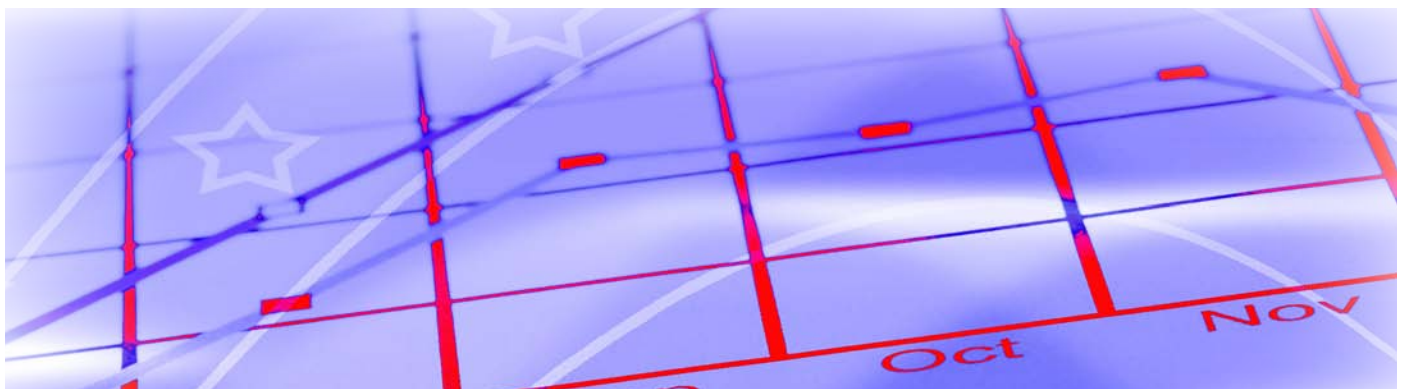
## FAC-P/PM Mid-Level Capstone Course (Continued)

- Integrating risk management activities into program management activities
- Examining the use of risk management software in federal program management activities
- ✓ **Determining Contract Approach**
  - Designing an acquisition plan to meet program needs
  - Creating a communication plan to address program needs
- ✓ **Documenting Contract Requirements**
  - Performing Requirements Elicitation
  - Classifying program requirements
  - Using requirements analysis techniques to allocate program requirements
  - Integrating quality reviews into the requirements-gathering process
  - Designing a system architecture with support for the lowest replaceable unit
- ✓ **Preparing the Requirements and Support Documentation**
  - Developing pre-award policies for program solicitations
  - Communicating requirements to contractors
  - Writing program specifications in program solicitations
- ✓ **Issuing Solicitations and Performing Source Selection**
  - Creating a process for selecting final design solution
  - Producing a formal source selection process
- Defending source selection criteria
- Documenting a source selection approach with value as a criterion
- ✓ **Managing the Contract**
- ✓ **Performing a Schedule Analysis for the Program**
  - When is it appropriate to implement risk management processes?
  - Documenting status for program risk
  - Discovering opportunities of cost reduction and avoidance
  - Performing compliance review and taking corrective actions
  - Using total life cycle systems management theory as a basis for program decisions
  - Assessing program performance using EVM
  - Identifying critical risk events
  - Applying appropriate government policy to programs
  - Contract modification process
- ✓ **Life Cycle Logistics**
  - Applying performance-based logistics to program decision-making
  - Determining when statutory guidance or laws impact the program and taking action
  - Generating a modular open systems approach for programs where interoperability is key
  - Detecting when acquisition and cross-service agreements are advantageous

**GSA Price per Student at a Public Session/Open Enrollment: \$1,120**

**On-site GSA Price per Student (15 student minimum): \$1,025**

**On-site GSA Price per Student (20 student minimum): \$965**



## Program Management for the Federal Government (FPM 311)

4 days – PDUs: 32

Course Code: PPM-DQM

### Learn how to:

- Increase your effectiveness and efficiency as a program manager in achieving the strategic value of a program
- Follow a systematic approach to managing programs
- Apply proven tools and techniques to program management
- Recognize benefits management as the primary responsibility of the program manager
- Use a standard vocabulary for program management
- Make distinctions among projects, programs and portfolios; and among project management, program management and portfolio management
- Describe the program life cycle and recognize the value of following this approach
- Understand the critical success factors of program management; maintaining alignment with strategy, managing benefits and stakeholders and executing program governance

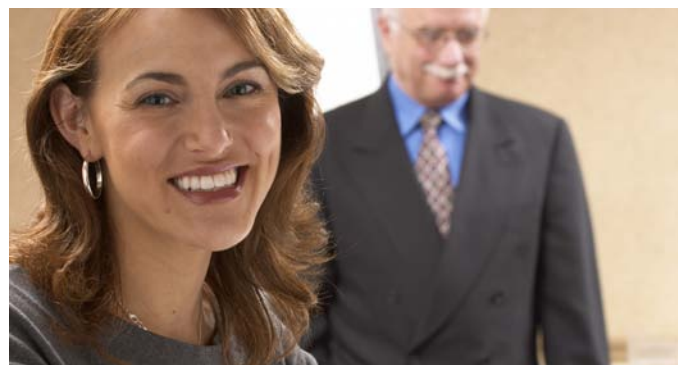
### Course Topics

- ✓ **Program Management**
  - Distinctions among portfolios, programs and projects
  - Program life cycle
  - Critical success factors
- ✓ **Initiating a Program**
  - Program charter
  - Plan for program setup
- ✓ **Program Setup**
  - Program architecture
  - Benefits realization plan
  - Program management plan
  - Program requirements
    - Requirements development process
    - Market research
    - Concept selection process
    - Technology development process
    - Technical management process
    - Testing and validating requirements
- ✓ **Program Implementation**
  - Monitoring the program
  - Acquisition
  - Life cycle logistics
  - Total ownership cost
  - Managing change
- ✓ **Risk Management**
  - Risk and opportunity management
- ✓ **Program Leadership**
  - Governance structure
  - Communications management
  - Working groups and teams
- ✓ **Program Closure**

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**



## Advanced Acquisition for Federal Government Project Managers (FPM 312)

4 days – PDUs: 32

Course Code: PPM-DQN

### Learn how to:

- Develop a proactive, strategic approach to satisfying the customer’s evolving requirements
- Take appropriate action to resolve various situations with legal implications
- Use a DCAA audit report to prepare a negotiation objective
- Apply the full range of contract pricing techniques to develop a pre-negotiation objective
- Develop a negotiation strategy for a noncompetitive negotiation
- Conduct a noncompetitive negotiation
- Manage contract performance in accordance with the contract

### Course Topics

- ✓ **Customer Requirements Analysis**
  - Department of Defense unique contracting programs
  - Requirements and market research analysis
- ✓ **Acquisition/Procurement Strategy and Proposal Analysis**
  - Acquisition and procurement strategy
  - Competition justification and approval
  - Research and development solicitation
  - Cost analysis overview
- ✓ **Negotiation Objectives and Strategies**
  - Pre-negotiation objective
  - Research and development pre-negotiation memorandum
  - Negotiation preparation
- ✓ **Review Board Briefing and Sole Source Negotiation**
  - Formal review board briefing process
  - Conducting negotiations
- ✓ **Mission Performance Assessment/Contract Administration**
  - Production contract
  - Performance management
  - Contract management plan
  - Post award orientation
- ✓ **Performance Management, Legal Issues and Negotiations**
  - Protests
  - Remedies for contract noncompliance
  - Contract fraud/material substitution
  - Contract changes
  - REA negotiations
  - Modifications
  - Claims and disputes
  - Contract terminations
  - Termination settlement negotiation
  - Termination modification
- ✓ **Performance Management and Contract Pricing**
  - Contract financing
  - Performance-based payment
  - Equitable adjustments
  - Contracting officer’s final decision
  - Defective pricing
  - Profit and fee adjustments
  - Contract incentive calculations
  - Contractor performance assessment
- ✓ **Contract Closeout**

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**

**On-site GSA Price per Student (15 student minimum): \$955**

**On-site GSA Price per Student (20 student minimum): \$895**

# Advanced Earned Value for Federal Government Project Managers (FPM 313)

4 days – PDUs: 32

Course Code: PPM-DQP

## Learn how to:

- Apply tools and techniques to manage the life cycle of a program
- Apply the leader's role in each phase of the project life cycle
- Supervise, lead and manage processes/procedures throughout the program's contracting process
- Lead the document requirements process by involving key stakeholders and applying pre-award strategies
- Propose tools and strategies to prepare and release clear and cost-effective solicitations
- Oversee source selection and avoid common pitfalls during program implementation
- Ensure the delivery of benefits by recommending EVM and other performance measurements to manage a contract against a baseline
- Guide the application of TLCSM to programs to analyze the impact of EVM

## Course Topics

- ✓ **Basic Elements of Performance Measurement**
  - Acquisition program baseline
  - Statutes related to EVM
  - The Office of Management and Budget (OMB) EVM policy
  - Department of Defense EVM implementation instructions
  - Earned value (EV) independent variables
  - Cost performance index (CPI)
  - DAU EVM "gold card"
  - To complete performance index (TCPI)
  - CPT-TCPI trend chart
- ✓ **Change Control and Baseline Maintenance**
  - Effect of changes on PMB
  - Change control
  - Over target baseline (OTB)
  - Budget at complete (BAC)
- ✓ **External Reporting**
  - External reports
  - Cost performance report
  - Contract performance report (CPR)
  - Cost/schedule status report (C/SSR)
  - The baseline report
  - Program performance chart
  - Actual vs. projected performance
- ✓ **The Integrated Baseline Review (IBR)**
  - Statutory requirements
  - Benefits and elements of IBR
  - Pre-IBR Tasks
- ✓ **Surveillance**
  - Certification of the contractor's system
  - EVMS surveillance
  - Roles and responsibilities for surveillance
  - The surveillance plan and technique
- ✓ **The WBS, OBS and Accounting System**
  - Work breakdown structure (WBS) and organizational breakdown structure (OBS)
  - Responsibility assignment matrix (RAM)
  - Accounting system
  - Costs
  - Price and usage variance
- ✓ **Scheduling and Budgeting**
  - Scheduling techniques
  - Resource leveling
  - Industry standard (EIA-748) to scheduling and budgeting
  - Elements of the PMB
- ✓ **Establishing the Baseline**
  - PMB development steps
  - EV techniques
  - Project/program funding
  - Evaluating the baseline
- ✓ **Data Collection and Estimating Cost at Completion**
  - EVM cumulative performance
  - Cost and schedule variances
  - Schedule performance index (SPI)

**GSA Price per Student at a Public Session/Open Enrollment: \$1,030**  
**On-site GSA Price per Student (15 student minimum): \$955**  
**On-site GSA Price per Student (20 student minimum): \$895**

# Leading Federal Government Project Managers (FPM 314)

3 days – PDUs: 24

Course Code: PPM-DQQ

## Learn how to:

- Discuss the leader's role in each phase of the project life cycle
- Support project managers and project teams through coaching, mentoring and rewarding success
- Apply the concepts of complexity science to project management
- Ensure project credibility by aligning the project with the organization's goals, objectives and strategies
- Communicate the strategy and vision to the project team, the customer, and other project stakeholders
- Formulate strategies to keep up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views
- Employ business acumen to achieve improved program results

## Course Topics

- ✓ **The Leader Of Project Managers (LPM) Role In The Project Life Cycle**
- ✓ **Leading and Managing Project Managers**
  - Challenges of leading and managing project managers
  - Identifying, developing, evaluating and retaining project managers
  - Rewarding success
- ✓ **Managing Relationships**
  - Managing expectations
  - Mentoring/coaching
  - Conflict resolution
- ✓ **Leading Complex Projects**
  - Leadership levels
  - Clear vision
  - Principles and disciplines for leading complex projects
- ✓ **Understanding Complexity In Projects**
  - Elements of complexity theory
  - Leadership approaches and techniques
  - Complex project model and process
- ✓ **Strategic Thinking**
  - Organizational strategy in context
  - Approaches and techniques
  - Portfolio management
  - Strategic project management
- ✓ **External Awareness**
  - Identify and analyze stakeholders
  - Communicating across organizations
  - Political, social, economic, infrastructure, legal and industry-specific considerations
- ✓ **Entrepreneurship**
  - Developing a business mindset

**GSA Price per Student at Public Sessions/Open Enrollment: \$995**  
**On-site GSA Price per Student (15 student minimum): \$800**  
**On-site GSA Price per Student (20 student minimum): \$740**



# FAC-P/PM Senior-Level Capstone Course (FPM 315)

5 days – PDU: 40

Course Code: PPM-DQR

FAC-P/PM Senior-Level Capstone Course (Continued)

## Learn how to:

- Apply tools and techniques to manage the life cycle of a program
- Apply the leader's role in each phase of the project life cycle
- Supervise, lead and manage processes/procedures throughout the program's contracting process
- Lead the document requirements process by involving key stakeholders and applying pre-award strategies
- Propose tools and strategies to prepare and release clear and cost-effective solicitations
- Oversee source selection and avoid common pitfalls during program implementation
- Ensure the delivery of benefits by recommending EVM and other performance measurements to manage a contract against a baseline
- Guide the application of TLCSM to programs to analyze the impact of EVM

## Course Topics

- ✓ **The Federal Government Program Manager**
  - Program management roles and responsibilities
  - How specific programs or agencies influence program management activities
  - Program management office
- ✓ **Leadership and the Government Program Manager**
  - Demonstrating a long-term view and building a shared vision with others
  - Identifying and communicating local, national and international policy changes and trends that affect the agency
  - Actively participating in program governance
- ✓ **Program Planning and Implementation**
  - Overseeing the requirements management process
  - Overseeing and evaluating a process for monitoring and selecting a design solution
  - Ensuring programs are aligned with strategic and mission-critical initiatives
  - Using metrics that evaluate and determine benefits realization
  - Reporting program performance

- ✓ **Life Cycle Logistics**
  - Implementing appropriate logistics support practices
  - Implementing agency interoperability policy
  - Overseeing a modular open systems approach (MOSA)
  - Overseeing statutory guidance/law
  - Overseeing supply chain management functions
- ✓ **Contract Management**
  - Overseeing a program's contract life cycle
  - Implementing a comprehensive contracting plan
  - Developing a successful acquisition strategy
  - Assessing application of source selection criteria and leading the formulation of a source selection plan
  - Overseeing the structuring of a formal selection process
- ✓ **Financial Planning and Management**
  - Performing business financial planning and management functions during the program
  - Overseeing application of department/agency financial policies and directives that are applicable to the program
  - Managing the application of the TLCSM
  - Recognizing forms of cost estimating, cost analysis, EVM, and other methods of performance measurement

**GSA Price per Student at a Public Session/Open Enrollment: \$1,120**  
**On-site GSA Price per Student (15 student minimum): \$1,025**  
**On-site GSA Price per Student (20 student minimum): \$965**



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