



FAC-P/PM

Program Overview

**Federal Acquisition
Certification Academy®**



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THE FEDERAL ACQUISITION CERTIFICATION ACADEMY®

FAC Academy® Mission

The mission of the FAC Academy is to provide **integrated, comprehensive, cost-effective** solutions to the training needs of federal and corporate acquisition managers. The FAC Academy has just introduced a truly innovative, FAI-accepted, FAC-P/PM curriculum that can be completed in as few as 96 hours.

The courses available through the FAC Academy have been designed from the ground up to map directly to the Competencies required by the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) program, as required by OMB and as outlined by OFPP and FAI. The courses have been reviewed by FAI and have been found to **“fully map to the indicated FAC-P/PM competencies and/or aligned skills and received the highest rating of 5”** for all of the courses, without exception. The FAC Academy is the **only** vendor shown on the FAI Training Crosswalk that fulfills all of the Competencies and Aligned Skills at all three certification levels.

Now, for the first time, there is an integrated, comprehensive, cost-effective solution to your organization’s need to meet the demanding training requirements for FAC-P/PM certification. That solution is brought to you by the Federal Acquisition Certification Academy. Please read on to learn the details of this new curriculum and its many benefits for your agency.

FAC Academy Solution

Integrated

The FAC Academy’s new 4-course, 96-hour program is made possible by the careful integration of the Competencies, Aligned Skills, and Learning Objectives described in the OFPP memo of April 25, 2007 and implemented via guidance from FAI.

The importance of this integration cannot be overstated: Rather than attempting to retrofit existing generic, non-FAC-P/PM course material into the very specific FAC-P/PM mold, the FAC Academy created its curriculum to meet the unique needs of students pursuing their FAC-P/PM certifications. Because of this bottom-up approach, the FAC Academy is able to offer the most **focused, government-specific** instruction available for acquisition program and project managers. The **integrated** nature of the curriculum eliminates two significant problems that exist in other FAC-P/PM programs: (1) gaps in the coverage of mandatory Competencies and Aligned Skills and (2) redundancies in the coverage of certain topics.



Through this careful integration process, the Academy has eliminated duplication across the courses and still fulfills all of the required Competencies, Aligned Skills, and Learning Objectives. Furthermore, since this program was designed by current and former government acquisition professionals for government acquisition professionals, there is no need to add the “Government Specific” course to meet the FAC-P/PM requirements. The result is a 4-course, 96-hour curriculum that meets all FAI requirements!

Comprehensive

A comprehensive learning experience is made possible only with the combination of three key components:

1. An extensive curriculum which addresses all required Competencies and Aligned Skills
2. Innovative methodology, tools and activities which improve students’ on-the-job performance
3. World-class instruction delivered by veteran faculty with Government program management experience

The FAC Academy FAC-P/PM offerings have been designed to fully deliver on these three critical characteristics:

Extensive Curriculum

The courses offered by the Academy cover all seven of the Competencies and their Aligned Skills at all three of the proficiency/certification levels. The FAC Academy’s curriculum is the **only** one to have been reviewed by FAI and to have **received a perfect score of 5 out of 5** for its alignment with **all** of the FAC-P/PM Competencies and Aligned Skills at **all certification levels** (as shown on the FAI Training Crosswalk). This favorable review by FAI assures the participant that upon completion of the course for a given competency, or upon completion of all courses for a given certification level, he or she will have satisfied all FAI training requirements for that Competency and/or certification level. In some cases, as shown on the FAI Training Crosswalk, the FAC Academy offers the **only** training available for some of the required skills.

Innovative Methodology, Tools, and Activities

ALTASM, the FAC Academy’s proven, student-centered educational methodology assures maximum learning outcomes and immediate improvements in productivity and effectiveness upon the student’s return to the workplace. All FAC Academy courses utilize detailed lecture, in-depth discussion, hands-on exercises and case studies, and interactive templates to ensure students’ rapid learning and effective application of knowledge and skills. Using FAC-ProTM, the FAC Academy’s unique suite of assessment tools, students develop targeted Action Plans for individual and organizational improvements. **These Action Plans facilitate the students’ transfer of the lessons learned in the classroom to create immediate on-the-job improvement.**



World-class, Veteran Faculty

The Federal Acquisition Certification Academy has assembled a world-class faculty team. Our faculty has extensive experience in the field of Government program and project management, and nearly all of the faculty members have **DAWIA** (Defense Acquisition Workforce Improvement Act), or DAWIA-equivalent credentials. Most faculty members are **PMP**®'s (Project Management Professionals®). Together, DAWIA and PMP® represent the “gold standard” of program and project management certifications. In addition, several faculty members are **CPCM**®'s (Certified Professional Contract Managers®), Systems Engineers, Lean Six Sigma “Black Belts,” and/or Certified Business/Financial Managers.

Nearly all FAC Academy faculty members have advanced academic degrees, many are published authors and have been nationally recognized for their past contributions to the acquisition community, and most have been involved in course development throughout their careers. In addition, the majority have major university and/or **Defense Acquisition University** teaching experience. The “least experienced” has 18 years; the most experienced has 40 years.

The benefits of having such a diverse and supremely talented faculty are immeasurable. Their support of each other and of the program as a whole assures FAC Academy clients a truly world-class educational experience. Detailed faculty biographies are available upon request.



Cost-Effective

The FAC Academy curriculum meets **all** of the training requirements for **all** Competencies across **all** certification levels – and does so with the **minimum number of hours** devoted to training. Prior to the introduction of the FAC Academy’s comprehensive, integrated curriculum, an individual was forced to piece together his or her own training program from a daunting array of vendor, agency, and/or Defense Acquisition University courses. FAI’s own estimate was that it could take as many as 500 hours to complete all the training necessary for certification at any of the three proficiency levels!

The FAC Academy puts an end to this dilemma, combining an efficient course structure with highly skilled instruction based on an integrated, comprehensive curriculum as shown below:

FAC-P/PM Certification	FAI-standard Training	FAC Academy Curriculum Hours
Entry / Beginner	112 hours	96 hours 1 course @ 32 hours 2 courses @ 24 hours 1 course @ 16 hours
Mid / Journeyman	88 hours	96 hours* 1 course @ 32 hours 2 courses @ 24 hours 1 course @ 16 hours
Senior / Expert	112 hours	96 hours 1 course @ 32 hours 2 courses @ 24 hours 1 course @ 16 hours

Summary of FAC Academy Curriculum Hours

**Mid-Journeyman level can be presented in 88 hours, if desired*

The FAC Academy’s efficient curriculum design translates directly into several substantial cost savings to client organizations, including:

- **Fewer Days In Class = Fewer Days Out of Office**
 - According to OMB Memo M-08-13 and the 2010 Federal Salary Table, the fully-loaded salary for a mid-grade GS-11 is **\$46.21 per hour**, or about **\$370 per day**. Factoring in the cost of students’ time and the fewer hours required to achieve certification, the FAC Academy curriculum can literally pay for itself!
 - Furthermore, since the classes average only three days, the participant is able to stay in touch with his or her ongoing professional responsibilities, even during a week when he



or she is attending training.

- **Lower Overall Tuition**
 - Individual course tuitions are lower than the typical rates charged by the typical training company offering a typical training solution, i.e. one that was not designed specifically to meet FAC-P/PM requirements.
- **On-Site Instruction**
 - The FAC Academy offers the option to bring the courses to your organization, eliminating the need to spend scarce travel dollars and time. If on-site facilities are not available, the FAC Academy will arrange for an appropriate local meeting facility (hotel, conference center, etc.).

FAC Academy FAC-P/PM Curriculum

The FAC Academy curriculum is designed to meet the needs of students pursuing FAC-P/PM certification at all three certification levels: Entry, Mid, and Senior.

Due to its integrated, comprehensive nature, **the FAC Academy offers the only four-course, 96-hour curriculum that addresses all seven Competencies outlined in the FAC-P/PM program.** The seven Competencies are:

1. Requirements Development and Management Processes
2. Systems Engineering
3. Test and Evaluation
4. Life Cycle Logistics
5. Contracting
6. Business, Cost Estimating, and Financial Management
7. Leadership/Professional

The four courses in the curriculum include:

1. Program / Project Management
2. Acquisition Management
3. Earned Value Management and Cost Estimating
4. Leadership / Professional



The FAC Academy curriculum is structured specifically to meet the unique needs of the students at each certification level:

Entry Level courses focus on the basic concepts, terminology, techniques, and laws/regulations governing each topic. Entry Level courses show the students both the “big picture” of program and project management, as well as the detailed activities that should be performed in each of the functional disciplines. Exercises and case studies provide students the opportunity to practice the techniques presented in the classroom.

The goal of the Entry Level courses, through the classroom activities and self-assessment tools, is for the students to become more effective and more productive team members upon their return to work.

Mid-Level courses review the basics and address more advanced concepts and techniques, utilizing case studies and exercises for hands-on application of the concepts presented. Through the classroom activities and the use of self-assessment tools, students will identify strengths and weaknesses and use this analysis to build targeted Action Plans for personal and organizational improvement.

The goal of the Mid-Level courses is to improve the overall performance of both the program manager and the IPT members, regardless of their functional specialty.

Senior Level courses include a review of the basic course concepts and discussion of the latest government and industry best practices. The primary emphasis of the Senior Level courses is on student involvement in practical, organizationally relevant scenarios through which they can experiment with, share, and demonstrate mastery of the techniques and concepts needed in the real world. Using the latest organizational assessment tools, students create and present Action Plans to improve the operational effectiveness of the participant’s agency or division.

The goal of the Senior Level courses, as a result of the classroom discussions, activities, and the organizational assessment tools, is to **prepare the participants to make an immediate, positive impact on their organizations upon their return to work.**

Flexibly Designed to Meet Each Participant’s Specific Needs

While it is suggested that all students begin by taking the Program / Project Management course, it should be noted that the other courses can be taken in any sequence to suit the individual manager’s professional development needs. Furthermore, based on an individual manager’s personal academic and professional background, and subject to concurrence of the agency or division Acquisition Career Manager, he or she may take any of the courses to complete his or her certification, without mandatory prerequisites.



The FAC Academy FAC-P/PM courses also qualify as Electives under the FAC-C or FAC-COTR certification programs. In addition, FAC Academy courses are open to company project managers who need to understand the federal acquisition environment, laws, and regulations.

Aligned With OFPP's Acquisition Workforce Development Strategic Plan and Acquisition Human Capital Plan Initiatives

This unique program incorporates **all of the skills** identified in Paragraph III and **all of the Government-wide Competency Focus Areas** identified as "Targeted Training Needs" in Paragraph IV.C of OFPP's Acquisition Workforce Development Strategic Plan. Successful completion of this program provides not only essential FAC-P/PM training, but also provides targeted training in topics needed by FAC-C and FAC-COTR professionals as well.

Past Performance

Throughout 2009 and 2010, the FAC Academy was selected several times, via full and open competition, to present its curriculum.

One of these contracts was to deliver FAC-P/PM training to over 100 managers throughout the Department of Health and Human Services. The program received high praise from the participants for the depth and relevance of the material and the professional quality of the presentations from the faculty. Please see the attached testimonials. The FAC Academy has also been selected in repeated competitions to provide continuing FAC-P/PM training to officials from any agency through the HHS University.

Bottom Line

The bottom line is that finally there is a FAC-P/PM training solution that was designed with the Agency and the participant in mind. The FAC Academy truly is the most **Integrated, Comprehensive, and Cost-Effective** solution to your FAC-P/PM training requirements.

Please read further to learn more about the FAC Academy, its specific course offerings, and its novel approach to helping you and your agency fulfill your FAC-P/PM training requirements.

For more information, or to schedule an upcoming class for your organization, please call us at (703) 644-1252 or send an email to Info@FacAcademy.com.



TESTIMONIALS

George E. Jenkins, CPA (Senior Executive Service)

Director, Office of Program Management and Systems Policy, HHS/ASFR/OF

To whom it may concern:

This writing serves as an unequivocal letter of recommendation for Ben Sellers and the Federal Acquisition Certification Academy. As a graduate of the program, I found the course curriculum to be relevant and engaging. The information presented went well above and beyond the standard training materials by providing extensive reference information on the flash drives, a variety of self assessment tools, up-to-date information from the Department of Health and Human Services itself, and by providing time for discussion of relevant topics among the participants of each class. In addition there was comprehensive coverage of the Competencies and Aligned Skills required by OFPP and FAI.

Ben Sellers brought a wealth of real life experiences in his prior role as a project manager for multi-million dollar acquisitions when he was in military service. As a former college professor myself, I find that it is critical for the instructor to embellish text book material with practical experiences they have encountered. This brings relevance to the information for the students and makes the words leap off the pages. Ben Sellers did this with excellent and meaningful results.

This course is a must for project managers to take, so that they can garner the requisite skills and insights needed to keep their projects on track and deliver quality products to the government in light of their fiduciary responsibilities as good stewards for taxpayer's dollars.

I recommend the courses being offered by the Federal Acquisition Academy without reservation.

George E. Jenkins, CPA (Senior Executive Service)

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Philip W. Clark

Program Manager, Grants.gov, HHS Division of Grants

Ben –

I wanted to take a moment to thank you for the extremely valuable series of classes you and the Federal Acquisition Certification Academy recently provided in support of the HHS FAC-P/PM training program. From the perspective of my recent position as HHS IT Capital Planning Officer and my current position as the program manager for a major Government-wide program, I can appreciate the challenges you faced in designing a program that comprehensively covered all the FAC-P/PM Competencies in a very short series of courses and in teaching a group of managers coming to the classes with knowledge ranging from first-exposure to masters-level practitioners.

Your own deep knowledge of the subject areas in general, and your study of relevant HHS policy in particular, came through not only in your effective course design, but also in your willingness and ability to engage with program managers in the classroom, giving them practical, up-to-date information. You also knew when to let a productive discussion continue -- and when to move on.

The key to success in this type of management course is less what attendees learn in class and more what they take back to their jobs in a form they can use. I was pleasantly surprised to find self-assessment tools in the provided class materials that will help any program manager assess his or her own program and help them plan improvements in the weeks and months to come.

Finally, providing the class attendees with a thumb drive with all relevant reference materials was a step above and beyond expectations, again allowing managers to search for and find materials discussed in class when they need them on the job.

I found it well worth the time away from a busy schedule to attend your FAC-P/PM courses and I am certain that the overall quality of HHS program management will improve as a result of the exposure that our PMs had to your training.

Best regards,

Phil

Philip W. Clark

Program Manager, Grants.gov

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FAC-P/PM

Entry / Introduction Level

Course Descriptions
Learning Objectives



INTRODUCTION TO PROGRAM / PROJECT MANAGEMENT (PPM-101)

Course Description

This course introduces the student to the basic concepts required by the Competencies of Requirements Development and Management Processes, Systems Engineering, Test and Evaluation, and Life Cycle Logistics. Emphasis is on the fundamental terminology and concepts that the students will encounter in their day-to-day jobs. Specific topics addressed include the following processes: requirements development, market research, concept selection, technology development, project management, and risk and opportunity management. Additional topics addressed include the following processes: technical processes and technical management processes of systems engineering; creation of an integrated T&E strategy, including operational test and evaluation; and life cycle logistics management, product support, and interoperability.

Exercises are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by passing an end of class exam.

Method of Training: Classroom

Length of Training: 4 Days (32 hours)

FAI Learning Objectives Addressed By This Course

- Explain the requirements development process
- Define concept selection
- Recognize the technology development process
- Perform a business strategy for market research (FAR Parts 10 and 12), including socio-economic considerations
- Prepare project components to the task level in preparation for developing the Work Breakdown Structure (WBS)
- Define requirements in terms of performance-based outcomes, where appropriate
- Recognize role of an estimate in Total Ownership Cost (TOC)/Life Cycle Cost process
- Recognize the risk and opportunity management process



- Recognize systems life cycle management concepts used for information systems
- Recognize the need for a comprehensive Test and Evaluation (T&E) program
- Recognize the need to implement alternative logistics support



INTRODUCTION TO ACQUISITION MANAGEMENT (PPM-102)

Course Description

This course introduces the student to the basic concepts required by the Contracting Competency. Emphasis is on the fundamental terminology and concepts that the students will encounter in their day-to-day jobs. Specific topics addressed include acquisition of supplies and services, construction, and research and development, including the following concepts: acquisition planning (including performance-based considerations); cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration, including termination options, if necessary.

Special emphasis in this class is on the requirements of the Federal Acquisition Regulation (FAR) Parts 1-16. The course also introduces and explains, in depth, the nine things that must be done “right” to have a successful contracting process.

Exercises and an integrated case study are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by passing an end of class exam.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Become aware of a process by which the efforts of all acquisition personnel are integrated through a comprehensive plan
- Recognize a need for the Project/Program Manager to participate in pre-award actions required by acquisition planning (FAR Part 7.1)
- Recognize the need for a comprehensive program specification and requirements statement that fully and correctly define the program
- Recognize the need to formulate a source selection plan that allows for best value selection from competitive solicitations
- Recognize the need to support contract administrative actions
- Recognize the need for establishment of a negotiated baseline of performance



INTRODUCTION TO EVM AND COST ESTIMATING (PPM-103)

Course Description

This course introduces the student to the basic concepts required by the Competency known as Business, Cost Estimating, and Financial Management. Emphasis is on the fundamental terminology and concepts that the students will encounter in their day-to-day jobs. Specific topics addressed include the following activities: cost estimating and cost analysis; formulating financial programs and budgets; benefit/cost analysis and other decision-making tools; knowledge of the rules of budget execution overseeing and interpreting data from an Earned Value Management System (EVMS) and other methods of performance measurement.

Exercises are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by passing an end of class exam.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Recognize EVM policies, methodologies, and software for performance measurement of programs
- Identify management techniques
- Recognize the need for an Integrated Baseline Review process
- Recognize allocation of funds within appropriation categories and use of funds from each appropriation
- Identify the information system for financial management reporting
- Be knowledgeable of a cost estimating processes, methods, techniques, analytical principles, data, confidence bands, specialized costing, application of OMB A-94, *Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs*, and management applications



INTRODUCTION TO LEADERSHIP / PROFESSIONAL (PPM-104)

Course Description

This Entry Level course provides a framework for the participants to respond to the challenges facing them and their organizations in new, more innovative, and more productive ways. The specific topics of problem-solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication will be addressed.

Exercises will be used to emphasize the importance of other essential leadership skills including: teamwork, collaboration, and communication; personality types and preferences; negotiation skills; and organizational and team structures for optimum performance.

In addition, using a proprietary Leadership Assessment Tool developed specifically for this program, participants will have the opportunity to assess their needs for these and other leadership traits in their current job settings and to evaluate their current skill levels in these and other leadership competencies. Strengths in certain areas will be confirmed and methods to remedy weaknesses will be identified and discussed.

Method of Training: Classroom

Length of Training: 2 Days (16 hours)

FAI Learning Objectives Addressed By This Course

- Effective oral and written communications
- Understanding of the functions of membership in a working group or project oriented team
- Customer service
- Conflict management
- Accountability



FAC-P/PM

Intermediate / Journeyman

Level

Course Descriptions
Learning Objectives



INTERMEDIATE PROGRAM / PROJECT MANAGEMENT (PPM-201)

Course Description

This course addresses the Competencies of Requirements Development and Management Processes, Systems Engineering, Test and Evaluation, and Life Cycle Logistics. Topics addressed in this course include performing the following processes: requirements development, concept selection, technology development, project management, and risk and opportunity management. Additional topics addressed by this course include: the technical processes and technical management processes of systems engineering; creation of an integrated T&E strategy, including operational test and evaluation; and life cycle logistics management, product support, and interoperability.

Exercises are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by submitting a written end-of-class Action Plan presentation.

Method of Training: Classroom

Length of Training: 4 Days (32 hours)

FAI Learning Objectives Addressed By This Course

- Develop and document an integrated master schedule
- Assist in the development of an estimate of Total Ownership Cost (TOC)
- Clearly define requirements to meet needs including, where appropriate, performance-based outcomes and setting performance standards
- Formulate the key features of a risk/opportunity management process
- Establish a requirements development process that provides traceability back to user-defined capabilities
- Formulate the key features of the T&E program, including modeling and simulation
- Develop a life-cycle plan for delivering, maintaining, and retiring a product that includes supply chain considerations



INTERMEDIATE ACQUISITION MANAGEMENT (PPM-202)

Course Description

This Mid-Level course prepares the participant to perform, or improves the participant's proficiency in performing, the functions required by the Contracting Competency area. Emphasis is on the performance challenges that a participant will encounter in his or her day-to-day job. Specific topics addressed include acquisition of supplies and services, construction, and research and development, including the following concepts: acquisition planning (including performance-based considerations); cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration, including termination options, if necessary.

Special emphasis in this class is on the requirements of the Federal Acquisition Regulation (FAR) Parts 1-16. The course also introduces and explains, in depth, the nine things that must be done "right" to have a successful contracting process.

Exercises and an integrated case study are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by submitting a written end-of-class Action Plan presentation.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Develop an overall strategy for managing the acquisition, coordination, and development of the acquisition strategy to include socioeconomic considerations
- Identify key features in terms of pre-award actions required by acquisition planning (FAR Subpart 7.1)
- Formulate the key features of a comprehensive program specification and requirements statement
- Identify and develop source selection criteria, including risk analysis method (FAR Part 15.3)
- Identify and track contract performance and administrative actions
- Use strategic sourcing when building and finalizing requirements across the program



INTERMEDIATE EVM AND COST ESTIMATING (PPM-203)

Course Description

This Mid-Level course prepares the participant to perform, or improves the participant's proficiency in performing, the functions required by the Competency known as Business, Cost Estimating, and Financial Management. Emphasis is on the performance challenges that a participant will encounter in his or her day-to-day job. Specific topics addressed include the following activities: cost estimating and cost analysis; formulating financial programs and budgets; benefit/cost analysis and other decision-making tools; total ownership cost, overseeing and interpreting data from an Earned Value Management System (EVMS) and other methods of performance measurement; and knowledge of the rules of budget execution.

Exercises are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by submitting a written end-of-class Action Plan presentation.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Identify the information system for financial management reporting
- Conduct EVM analysis and implementing changes based on analysis
- Analyze resource needs for management, including planning for an EVM program linked to risk
- Apply business process re-engineering methods for continuous improvement



INTERMEDIATE LEADERSHIP / PROFESSIONAL (PPM-204)

Course Description

This course addresses the leadership challenges associated with managing a project. The course discusses the vital skills of influencing and negotiating with others in order to minimize/manage conflict and to create a partnering spirit with other stakeholders. Team-building skills and the need to take an active role in the development of others are addressed. Political savvy, strategic thinking, and external awareness are all explored. Other important topics include decisiveness, creativity and innovation, and entrepreneurship. This course involves the participants in the development of the traits and behaviors associated with each of the skills and in the discussion of the importance of each of the skills.

Exercises will be used to emphasize the importance of other essential leadership skills including: teamwork, collaboration, and communication; personality types and preferences; negotiation skills; and organizational and team structures for optimum performance.

In addition, using a proprietary Leadership Assessment Tool developed specifically for this program, participants will have the opportunity to assess their needs for these and other leadership traits in their current job settings and to evaluate their current skill levels in these and other leadership competencies. Strengths in certain areas will be confirmed and methods to remedy weaknesses will be identified and discussed.

Method of Training: Classroom

Length of Training: 2 Days (16 hours)

FAI Learning Objectives Addressed By This Course

- Creativity / Innovation
- External Awareness
- Strategic Thinking
- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building / IPT
- Decisiveness
- Entrepreneurship
- Partnering
- Political Savvy
- Influencing / Negotiating





FAC-P/PM

Advanced / Expert Level

Course Descriptions
Learning Objectives



ADVANCED PROGRAM / PROJECT MANAGEMENT (PPM-301)

Course Description

This course addresses the Senior Level of the entire competency area known as Requirements / Management Development Process and all of its Aligned Skills. Due to the broad scale of this competency area as defined by FAI, this course serves as an overview to the entire Senior Level curriculum and Senior Level certification process. As a Senior Level course it reviews, but goes considerably beyond, the basic concepts presented in earlier levels of the same course to ensure all participants are knowledgeable of the fundamentals and are able to manage/supervise the overall process. Emphasis on the fundamentals will be provided as needed (if needed) by the particular student group.

Specific topics addressed include managing/supervising the following processes: requirements development, concept selection, technology development, project management, total ownership cost, risk and opportunity management, and market research. Additional topics addressed by this course include: the technical processes and technical management processes of systems engineering; creation of an integrated T&E strategy, including operational test and evaluation; and life cycle logistics management, product support, and interoperability.

Because the course is designed for Senior Level participants, it will address how to identify “troubled” projects, as well as steps to take to rehabilitate them, before they become “failed” projects. Exercises are included to allow the students to practice the skills that they are developing throughout the course. This course will also provide the participants with an assessment tool which they will use to evaluate their organization’s overall acquisition system performance in accordance with OMB A-123. Finally, students will make a presentation describing the actions they intend to take when they return to work to implement the lessons they learned during the class.

Method of Training: Classroom

Length of Training: 4 Days (32 hours)

FAI Learning Objectives Addressed By This Course

- Manage a departmental/agency effort
- Direct the development of concepts, requirements, and project documents related to the program
- Manage the preparation of a program’s acquisition strategy
- Maximize the use of performance-based acquisition principles
- Manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12
- Direct requirements baselining, change processes, and resourcing



- Coordinate an integrated master plan for lifecycle management and support
- Direct and monitor risk management processes, making adjustments as necessary
- Oversee a comprehensive test and evaluation program
- Examine and implement innovative, alternative logistics support practices
- Ensure adequate staffing across the program life cycle



ADVANCED ACQUISITION MANAGEMENT (PPM-302)

Course Description

This course fulfills the Competency of Contracting. It addresses the supervision, leadership, and management of the acquisition of supplies and services, construction, and research and development, including the following concepts: acquisition planning (including performance-based considerations); cost and price analysis; solicitation and selection of sources; preparation, negotiation, and award of contracts; all phases of contract administration, including termination options, if necessary.

Special emphasis in this class is on the “when” “why” and “how” of establishing collaborative relationships between a buyer and a seller. The course also introduces and explains, in depth, the nine things that must be done “right” to have a successful contracting process.

Since this course is presented at the Senior Level, participants use it as an opportunity to evaluate the effectiveness of their own contracting process and to diagnose problems and develop solutions.

Exercises and an integrated case study are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by answering review questions at various times during the class and by presenting an oral end-of-class Action Plan.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Work with a warranted contracting officer to develop the overall strategy for managing the acquisition
- Oversee pre-award actions required by acquisition planning (FAR Part 7.1)
- Supervise the review of *Management’s Responsibility for Internal Control*, OMB A-123
- Maximize the use of performance-based acquisition principles
- Manage team activities in appropriate market research and acquisition of commercial items in accordance with FAR Parts 10 and 12
- Employ strategic planning and resource management in the federal environment
- Ensure the application of the principles of contract and fiscal laws and regulations (anti-deficiency, procurement integrity, and specific purpose statutes) as they pertain to development of program funding, contracts, and strategies



ADVANCED EVM AND COST ESTIMATING (PPM-303)

Course Description

This Senior Level course prepares the participant to supervise, or improves the participant's proficiency in supervising, the functions required by the Competency known as Business, Cost Estimating, and Financial Management. Emphasis is on the performance challenges that a participant will encounter in his or her day-to-day job.

Specific topics addressed include the following activities: cost estimating and cost analysis; formulating financial programs and budgets; benefit/cost analysis and other decision-making tools; total ownership cost, overseeing and interpreting data from an Earned Value Management System (EVMS) and other methods of performance measurement; and knowledge of the rules of budget execution.

Exercises are included to allow the students to practice the skills that they are developing throughout the course. In addition, the course provides an extensive self-assessment tool the students can use to determine personal as well as organizational strengths and weaknesses that should be improved. Students will demonstrate their knowledge by preparing and presenting Action Plans for personal and organizational improvements they intend to implement upon return to their jobs.

Method of Training: Classroom

Length of Training: 3 Days (24 hours)

FAI Learning Objectives Addressed By This Course

- Direct and manage EVM implementation across the program spectrum
- Use advanced project management skills with extensive EVM capabilities
- Interpret and oversee application of department/agency financial policies and directives related to program and resource management
- Direct completion of a successful Capital Asset Plan (OMB Exhibit 300)
- Manage the program in accordance with the agency's and OMB's planning, programming, and budgeting process
- Ensure optimization of Total Ownership Cost and Life Cycle Cost



ADVANCED LEADERSHIP / PROFESSIONAL (PPM-304)

Course Description

This Senior Level course provides a framework for the participants to respond to the challenges facing them and their organizations in new, more innovative, and more productive ways. The specific topics of strategic thinking, external awareness, entrepreneurship, and vision will be addressed.

Exercises will be used to emphasize the importance of other essential leadership skills including: teamwork, collaboration, and communication; personality types and preferences; negotiation skills; and organizational and team structures for optimum performance.

In addition, using a proprietary Leadership Assessment Tool developed specifically for this program, participants will have the opportunity to assess their needs for these and other leadership traits in their current job settings and to evaluate their current skill levels in these and other leadership competencies. Strengths in certain areas will be confirmed and methods to remedy weaknesses will be identified and discussed.

Method of Training: Classroom

Length of Training: 2 Days (16 hours)

FAI Learning Objectives Addressed By This Course

- Delivering effective presentations to senior level audiences through practice and instruction
- Building and directing high-powered teams
- Creating a culture of development and accountability
- Communicating a compelling vision that generates excitement, enthusiasm, and commitment among team members