

OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT FY 2003 TRAINING SCHEDULE

Attached is the Professional Skills and Technical Training Program Schedule. Although other courses are available in the Professional Skills course curriculum, only the courses that are scheduled are shown on this list. A complete list of courses can be requested via site training coordinators.

Four additional supplemental fee courses have been added to the list below (*). Participants in the following courses will be assessed a \$100 per day fee as follows:

Contract Administration for Technical Representatives (COR) (PRS17)	3 days =\$300.00
CSRS/FERS Retirement Preparation Seminar (HQ231)	3 days =\$300.00
Program Management Overview (PGM01)	5 days =\$500.00
Federal Budgeting Process (PMMS11)	4 days =\$400.00
Breaking the Code: Understanding Project Management (PMCE04) *	3 days =\$300.00
Purchase Card Training (PRCE10) *	2 days =\$200.00
Purchase Card Refresher Training (PRCE11) *	1 day =\$100.00
Getting Back to Basics (Corporate Training) *	3 days =\$300.00

REGISTRATION: *For courses that have a fee, a completed SF-182, "Request, Authorization, Agreement, and Certification of Training" form including approval signatures must be submitted to the Office of Training and Human Resource Development no later than 30 days prior to course start date.* An SF-182 is **not** required for courses that **do not** have a fee. These SF-182's may be faxed to the program registrar at (202) 287-1658. For more information, please contact your training coordinator.

POINTS OF CONTACT: For additional information, not available in this schedule, please contact the appropriate individual below:

Logistical and schedule information	Dee Campos, Program Registrar	(202) 287-1988
Program or course content information	Jackie Battle, Project Manager	(202) 287-1583
	Sherdona Fryer, Project Manager	(202) 287-1644
Corporate Training	Jeanne Williams, Project Manager	(202) 287-1685
Retirement Preparation Seminar	Peggy Robinson, Program Coordinator	(202) 586-2591
Course development & customization	Craig West, Program Manager	(202) 287-1637

Also included in this training schedule is the Office of Engineering and Construction Management's (OECM) Project Management Career Development Program (PMCDP) curriculum. OECM has identified specific training needs and developed a training curriculum for project managers. Following is a list of the training courses:

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| Project Management Essentials | Systems and Practices in DOE |
| Advanced Project Management Concepts | Acquisition Strategy |
| Portfolio Analysis | Earned Value Management Systems |
| Project Management Simulation | Pre-Project Planning/Project Alignment |
| Contracts Types Bid Evaluation Award | Level 4 Project Management Course |
| Project Risk Management | Contract Officer's Representatives |
| Federal Budget Process | Integrated Safety Management |
| Scope Management/Work Breakdown Structure | Value Engineering |
| Labor Management Relations | Operational Readiness Reviews |
| Performance Based Contracting | Advanced Leadership |
| Advanced Risk Management | Strategic Planning |
| Negotiations Strategies and Techniques | Systems Engineering |
| Cost and Schedule Estimation | Leadership/Supervision |
| NEPA and Environmental Regulations | |

POINT OF CONTACT: For additional information, not available in this schedule, please contact the following individuals below:

Program or course content information	Wanda Chambers, Program Manager	(202) 586-8115
	Rajeev Railan, Program Manager	(202) 586-3620

OFFICE OF TRAINING AND HUMAN RESOURCE DEVELOPMENT
FY-2003 Training Schedule

DATE	CHRIS CODE	SESSION #	LOCATION	COST
<i>ACQUISITION AND ASSISTANCE SERIES</i>				
<u>Contract Administration For Technical Representative (PRS17)</u> Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination. Recommended prerequisite(s): none Target participants: personnel tasked to be CORs who need the required 24 hours of formal training				3 Days
March 25-27, 2003	000058	0047	GTN Bldg., Room E-301	\$300.00
May 6-8, 2003		0045	Bldg. 950, Room 710	
July 22-24, 2003		0048	Bldg. 950, Room 710	
September 9-11, 2003		0046	Bldg. 950, Room 710	
<u>Acquisition Management for Technical Personnel (PRS16)</u> This course is intended for a non-procurement audience. The course is ideal for program and project personnel involved in generating procurement requests or participating in source selection activities. Participants will receive a solid foundation in the processes and applications of acquisition activities that happen before a contract is awarded. Topics include: ethics; contracting methods; types of contracts; pre-award process; contract administration; and trends in Government contracting. Recommended prerequisite(s): none Target participants: program and project personnel				5 Days
April 14-18, 2003	000145	0011	Bldg. 950, Room 710	No Cost
<u>Purchase Card Training (PRCE10)</u> This course will provide the necessary purchase card training for all personnel who have delegated purchase card authority. The attendees will receive instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "SmartPay" program. Attendees will learn how to properly employ this method for individual purchases to provide timely, cost effective support, while maintaining appropriate attention to fiduciary duties. The instructor will present a detailed knowledge of the purchase card process, sufficient to ensure the participants' ability to properly place and administer purchase card transactions in a safe and effective manner; provide general overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; outline the GSA SmartPay Program and DOE purchase card implementation policy/guidance in sufficient detail to recognize overarching program objectives, required buying and administration processes, and to understand purchase card conditions, constraints, and prohibitions; explain the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment. Recommended prerequisite(s): none Target participants: required training for personnel who have been delegated for purchase card authority				2 Days
June 24-25, 2003	000914	0006	GTN Bldg., Room E-401	\$200.00

Purchase Card Training Refresher (PRCE11)**1 Day**

This course is designed as a refresher for employees who have already completed the required 2-day training on purchase card delegation/appointment. Topics include: instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

Recommended prerequisite(s): Purchase Card Training

Target participants: personnel who have already taken the required 2-day purchase card training. This course is required once every two years by all purchase card holders and approving officials.

June 26, 2003	001067	0001	GTN Bldg., Room E-401	\$100.00
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PROGRAM AND PROJECT MANAGEMENT SERIES

Program Management Overview (PGM01)**5 Days**

This course is designed to help all DOE employees understand key concepts about how DOE programs are managed. It should be taken before other courses in the Program Management series. Participants will receive basic education in DOE strategic planning, budgeting, execution, evaluation and control. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE's strategic planning and budget process (the DOE Strategic Management System); multi-year program planning; DOE strategic decision windows; DOE budget and allocation process; Congressional authorization and appropriations process; and program execution, control, and evaluation.

Recommended prerequisite(s): none

Target participants: all DOE employees

May 12-16, 2003	000235	0012	Bldg. 950, Room 710	\$500.00
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Federal Budgeting Process in DOE (PMMS11)**4 Days**

This course is designed for experienced program and project managers who wish to acquire a working knowledge of DOE's financial and managerial systems needed to accomplish the Department's budgeting and accounting processes. Processes include preparing, reviewing, presenting, and defending budget submissions. Foundation skills are taught in this course that are required to manage a DOE project through its financial life cycle, including managing the flow of funds to programs and projects, validating and funding projects, and resource and funding programs.

Recommended prerequisite(s): PGM01 or PMC10

Target participants: experienced program and project managers

August 12-15, 2003	000412	0011	Bldg. 950, Room 710	\$400.00
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CONTINUING EDUCATION SERIES

Types of Contracts (PRCE04)

2 Days

This course introduces participants to the various types of contracts employed by DOE. It discusses the aspects of consideration of cost risks in selection decisions, and describes the methods of utilizing fixed price economic price adjustment contracts. Participants gain knowledge of structuring and applying incentives pricing and award fee pricing arrangements.

Recommended Prerequisite(s): none

Target Participants: recommended as an introductory overview course for program and project personnel, or a refresher for previously trained procurement personnel

April 1-2, 2003 September 16-17, 2003	000227	0004 0005	FORS Bldg., Room 1E-245 Bldg. 950, Room 710	No Cost
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Designing, Writing and Measuring Performance Objectives (PRCE09)

4 Days

This course introduces participants to DOE's requirements for, and oversight of, contractor human resource management. Through instruction and exercises, participants gain the skills and knowledge necessary to: describe the essential principles and concepts of the human resource discipline, as practiced by DOE; identify the DOE contractor's requirement for human resource management, including processes, responsibilities, and cost allowability criteria; and demonstrate an understanding of the human resource management performance requirements in the functional area in which they respond and interact with DOE project management staff and contractors.

Recommended prerequisite(s): none

Target participants: Both DOE human resource and contract management team personnel

April 9-11, 2003	000055	0006	Bldg. 950, Room 710	No Cost
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Breaking the Code: Understanding Project Management (PMCE04)

3 days

The purpose of this course is to introduce participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance based DOE projects. This is a full three day course.

Recommended prerequisite(s): none

Target Participants: DOE and DOE-contractor personnel who:

C interact with and impact DOE-projects, but are not designated as project managers. For example, these participants may be from finance, human resources, training, ES&H, or public affairs

C support, oversee or coordinate various project management activities but are not designated as project managers

C have an interest in applying project management principles, methods and techniques to improving their work processes and results

This course may be taken by project management personnel who desire a quick refresher on DOE's project management system and processes. However, PMCE04 is not intended to fulfill a course requirement for personnel who are in the project management qualification or certification career path.

May 27-29, 2003	000062	0030	Bldg. 950, Room 710	\$300
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Life Cycle Cost Estimating (PMCE01)**2 Days**

This course provides participants with instruction in life cycle cost estimation requirements and policies. Participants apply various techniques and formulae to construct a life cycle cost estimate analysis, and learn how to use life cycle cost estimating in program and project decision-making. PMCE01 addresses the topic of life cycle cost estimating from this decision analysis perspective, rather than from an estimate development perspective. Topics include: a brief history of life cycle cost estimating, current laws, directives and policies; a refresher on the principles of time value of money; analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and a review of representative DOE estimates to apply these skills. This is a full two-day course.

Recommended Prerequisite(s): none***Target Participants: DOE personnel whose responsibilities include the development, oversight, or review of program and project cost estimates***

June 10-11, 2003	000281	0006	Bldg. 950, Room 710	No Cost
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INTERDISCIPLINARY SERIES**Changing Dimensions of DOE (PSIN22)****4 Days**

This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE,; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.

Recommended prerequisite(s): none***Target participants: employees at the GS-9 through GS-14 level***

March 25-28, 2003	000089	0007	Bldg. 950, Room 710	No Cost
September 23-26, 2003		0008	Bldg. 950, Room 710	

CORPORATE TRAINING**Getting Back to Basics****3 Days**

This course provides a working knowledge of human resources management to help participants with their day to day operations and better manage the work of employees; identify the roles and responsibilities of team leaders, supervisors, and managers; define the supervisor's role in HR management; define the supervisor's role in labor and management relations and in the EEO process; define the supervisor's role in managing a diverse workforce; define the supervisor's roles in safety, health, and worker's compensation.

Recommended prerequisite(s): none***Target participants: employees at the GS-9 through GS-14 level***

June 10-12, 2003	000367	0048	FORS Bldg., Room GH-035	\$300.00
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HEADQUARTERS TRAINING

CSRS Retirement Preparation Seminar (HQ231)

3 Days

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: CSRS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and medicare; and life after retirement.

Recommended Prerequisite(s): none

Target Participants: open to all DOE employees (CSRS) (employees 5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)

March 25-27, 2003	000033	0025	FORS Bldg., Room 1E-245	\$300.00
May 28-30, 2003		0026	GTN Bldg., Main Auditorium	
September 23-25, 2003		TBD	FORS Bldg., Room TBD	
December 3-5, 2003		0028	GTN Bldg., Main Auditorium	

FERS Retirement Preparation Seminar (HQ232)

3 Days

This course is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: FERS benefits; health benefits; life insurance; the Thrift Savings Plan; estate planning; financial planning; tax and legal issues; health and fitness or health considerations; social security benefits and medicare; and life after retirement.

Recommended Prerequisite(s): none

Target Participants: open to all DOE employees (FERS) (employees 5 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)

June 25-27, 2003	000033	0029	FORS Bldg., Room 1E-245	\$300.00
August 13-15, 2003		0027	GTN Bldg., Main Auditorium	
November 17-19, 2003		TBD	FORS Bldg., Room TBD	

CSRS/FERS Mid-Career Retirement Planning Seminar (HQ233)

2 Days

This seminar is designed to help participants develop plans that will improve retirement outlook and position for a more sound financial future. Topics to be discussed include: CSRS/CSRS Offset/FERS retirement benefits; Social Security; Medicare; Thrift Savings Plan; Federal Employees' Health and Life Insurance Programs; Lifestyle changes; health aspects of retirement; financial planning; and legal affairs/estate planning. This seminar is also designed to develop planning skills and insights needed to ensure a healthy, financially sound, and rewarding retirement.

Recommended Prerequisite(s): none

Target Participants: open to all DOE employees within 10-20 years of retirement

November 12-13, 2003	000116	TBD	FORS Bldg., Room TBD	No Cost
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Financial Planning and the Thrift Savings Plan (HQ225)

1 Day

This course will provide a financial overview of investment principles, risk factors, and tax advantages and disadvantages as they apply to the Thrift Savings Plan (TSP), planning for the future, and achieving financial goals.

Recommended Prerequisite(s): none

Target Participants: open to all DOE employees

April 17, 2003	000029	0006	GTN Bldg., Room E-301	No Cost
September 30, 2003		TBD	FORS Bldg., Room TBD	

PROJECT MANAGEMENT CAREER DEVELOPMENT PROGRAM (PMCDP)

Project Management Essentials

10 Days

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.

May 5-June 27, 2003	001022	TBD	On-site sessions - Chicago
July 28-September 19, 2003		TBD	On-site sessions - Richland

Advanced Project Management Concepts

10 Days

This course covers a range of high-level project management issues specific to the competency needs of a Level 2 Project Manager and builds upon issues covered in the Level 1 Project Management courses ie. Project Management Essentials and Project Management Systems and Practices within Department of Energy. Specific topics to be covered include Briefing Techniques; Quality Management; Integrated Safety Management; Systems Engineering; Value Engineering; Pre-project Planning; Automated Scheduling Software; and Design Reviews. The target audience for this course is Level 2 Project Managers.. The target audience is Level 2 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It will be instructor lead but delivered via Video Telcon and through Energy On-Line. It is expected that there will be two 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. Attendance at all on site sessions as well as the distance learning sessions is required for Credit for this course. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management for projects with a Total Project Cost (TPCof \$20M to \$100M and develop a plan for these subjects for application at a Level 2 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 10 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of 20 to 100 million dollars.

July 7-August 20, 2003	001023	TBD	On-site sessions – Washington, DC
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Systems and Practices in DOE

10 Days

This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager working within Department of Energy. Project Management Systems and Practices within Department of Energy is the second course in the Level 1 Project Management Curriculum. The topics are designed to provide more in-depth coverage of specific issues critical to the successful project management. Off-line Student/Teacher e-mail support will be available for this course. Specific topics to be covered include Federal Budget Process; NEPA and Environmental Regulations; Capital Assets Order 413.3; and Federal Project Manager Roles and Responsibilities. The target audience is Level 1 Federal Project Managers, Prospective Project Managers, and IPT Members. The course is designed as an Open University Course style to be spread over approximately 6 weeks. It is expected that there will be three 2-3 day resident seminars interspersed in the courseware. The course will be inclusive of e learning, knowledge management tools, a learning organization approach and regularly scheduled distance learning sessions once or twice a week. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The focus will be on Systems and practices within the Department of Energy. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for these subjects for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.

April 7-May 23, 2003	001024	0002	On-site sessions in Chicago
June 2-July 25, 2003		TBD	On-site sessions TBD
June 3-July 26, 2003		TBD	On-site sessions TBD
August 18-September 26, 2003		TBD	On-site sessions TBD
August 18-September 26, 2003		TBD	On-site sessions TBD

PMCDP Program Management & Portfolio Analysis

5 Days

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course is designed to allow the participants to have the full Program Management experience through an automated simulation. The simulation case study and the actual projects presented by the participants will be worked through the simulation exercises so that the participant can have hands on experience of all aspects of program management for interrelated projects. The simulation should cover a range of high-level Portfolio Analysis issues. The simulation should focus on collaboration skills, communication skills and challenges of vying for and defending requirements for resources. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Program Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full program management experience through an automated simulation. Focus will be on collaboration, defending resources and creative compromise to meet needs of multiple projects with related interests in one program.

Recommended Prerequisite(s): none

Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of \$100M to \$400M.

August 12-14, 2003	001025	TBD	On-site sessions – Washington, DC
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Earned Value Management Systems

5 Days

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of high-level Project Management issues specific to the competency needs of a Level 1 Project Manager in Earned Value Management Systems. Provides Project Managers with the knowledge and skills to integrate the technical, cost, and schedule baseline of projects utilizing Earned Value Management Systems (EVMS). The course will focus on EVMS processes and techniques for organizing, planning, authorizing work, monitoring performance, and controlling baseline. These processes and techniques will include the graphical organization, cost, and schedule of the technical baseline in a project Work Breakdown Structure (WBS); selection of the appropriate EVMS technique for the elements of the WBS; collection, interpretation, and reporting of the EV data; and control of the baseline. The course length will be formatted for three to four days. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. Upon completion of this course the student will be able to articulate the varied aspects of project management and develop a plan for application at a Level 1 Project Management environment. The student will be able to work through all aspects of the Case study and defend the course of action chosen as it pertains to Earned Value Management Systems.

Recommended Prerequisite(s): none

Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost of 5 to 20 million dollars.

June 10-12, 2003	001026	TBD	On-site sessions TBD
August 12-14, 2003		TBD	On-site sessions TBD

PMCDP Acquisition Strategy

10 Days

This course covers a range of project management issues specific to the competency needs of a Level 1 Project Manager. This course provides the DOE Project Manager with a high-level review of the key phases, processes, recent changes, and major current issues in DOE acquisition activities. Emphasis is placed on the requirements generation, solicitation and contract award functions. The course provides participants from all areas of acquisition with an improved systems-level understanding of the acquisition process, how its various functions and phases interact with one another and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The student will be able to identify and plan for the key decisions as well as utilizing the resources of the Integrated Project Team (IPT). The emphasis is on the pre CD 0 planning.

Recommended Prerequisite(s): none

Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 years experience in Project management and should currently be sitting in a project management position of a project with a total project cost up to 20 million dollars.

July 23-25, 2003	001027	TBD	On-site sessions TBD
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Project Management Simulation

5 Days

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to allow the students to have the full project management experience through an automated simulation. The simulation case study and discussions of actual projects presented by the students will be worked through the simulation exercises so that the student can have hands on experience of all aspects of project management for related projects. The simulation covers a range of high-level project management issues included in the Level 1 courses and the Level 2 Project Management Course. The simulation will not specifically teach these subjects but provide for simulation exercises that exercise the knowledge and skills of specific topics. This course will consist of a one week Project Management Simulation. The course will be inclusive of e-learning, knowledge management tools, a learning organization approach, team collaboration exercises, independent exercises, group dynamics and automated simulation tools. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the Case study and defend the course of action chosen. The objective of this course is to allow the students to have the full project management experience through an automated simulation.

Recommended Prerequisite(s): none

Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 10 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.

June 16-20, 2003	001029	TBD	On-site sessions TBD
September 22-26, 2003		TBD	On-site sessions TBD

Contracts Types Bid Evaluation Award

5 Days

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 1 Certification. This course covers a range of project management issues specific to the competency needs of a Level 1 Project Manager. This course encompasses the entire contracting process from receipt of a purchase request through contract completion, including closeout with emphasis on Commercial Contracting. Students are introduced to the organization and utilization of the Federal Acquisition Regulation (FAR) and the DOE supplement to the FAR (DEARS), as well as ethics and basic contract law. Types of contracts and methods of contracting will be discussed. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures. Emphasis will be on the contract types, the bid evaluation and contract award process. Specific focus will be on Performance Based Initiate (PBI) Contracting. The objective of this course is to prepare the student to be knowledgeable and to address Executive Project Management Responsibilities for the contract process. The student will be able to explain the contract process and identify and plan for the key aspects of different types of contracts and how they affect the project.

Recommended Prerequisite(s): none

Target Participants: Level 1 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have up to 5 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost up to \$20M.

July 14-18, 2003	001030	TBD	On-site sessions TBD
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Level 4 Project Management Course

4 Days

This course is designed to provide the student with high-level skills of how to address issues/activities of specific importance to Level 4 Project Managers to congress, the public and the media. Specifically, this course will provide the student with information regarding the Congressional hearing and public hearing processes that impact the activities of a Level 4 project manager. Topics within this course are intended to provide the student with an understanding of what communications skills should be used in dealing with Congress and the public as well as the most effective ways of utilizing these skills. Topics include: Congressional organization and leadership, Congressional committees, and the Federal Budget appropriation process. Additional topics will be reviewed and participants will be encouraged to share their experiences as senior-level managers who have been involved in the project management process. The target audience for this course is Level 4 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of case studies and defend the course of action chosen. The participant will also be exposed to how they would be received when presenting to congress, the public and in both written and televised mediums.

Recommended Prerequisite(s): none

Target Participants: Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of over \$400M.

TBD	001031	TBD	On-site sessions TBD
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Pre-Project Planning/Project Alignment

5 Days

Provides "hands-on" skills training in how to plan a project, complete conceptual design documentation, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE Order 413.3 and PM Manuals. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition. The course focuses on the pre-conceptual (Pre-CD 0) and conceptual phases (CD 0) of the project life cycle through Critical Decision 2. The course also includes significant emphasis on the topic of project alignment. Skills practiced include how to review pre-conceptual documentation to develop a firm understanding of the project's functional requirements, and how to prepare a plan for conducting conceptual design. Also included in this course is instruction on how to review and evaluate conceptual design documents. The course concludes with how to prepare and review a Project Execution Plan, the document that will be used to manage the project during project execution and closeout. The target audience for this course is Level 3 Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of case studies and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 10 to 20 years experience in Project Management and should currently be sitting in a project or program management position of a project with a total project cost of \$100M to \$400M.

June 17-18, 2003	001032	TBD	On-site sessions TBD
August 20-21, 2003		TBD	On-site sessions TBD

PMCDP Project Risk Management**3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. This course teaches students how to determine project risks and how to develop risk management and mitigation strategies to address those risks. The course will provide students with project risk management topics but will also focus on current risk management issues affecting the typical DOE project manager. It will define Risk Management and distinguish between health/environmental risk and project risk; types of risk, how it is identified in a project management setting, and tools and techniques of risk quantification. Students will also learn how to evaluate potential risk probability and consequences, determine risk factors, and select risk management or mitigation strategies. Topic areas for this course include Risk Identification, Risk Quantification, and Risk Response Development. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 2 to 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

May 6-8, 2003	001033	TBD	On-site sessions TBD
June 10-12, 2003		TBD	On-site sessions TBD
August 12-14, 2003		TBD	On-site sessions TBD

PMCDP Federal Budget Process**5 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the Project Manager and how to best deal with the impacts through contingency planning. Students will gain an understanding, up to macro level, how the budget is formulated; recognize the impact of the Government Performance and Results Act (GPR); and major phases and timing in the budget process. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

May 5-9, 2003	001034	TBD	On-site sessions TBD
August 11-15, 2003		TBD	On-site sessions TBD

PMCDP Integrated Safety Management

3 Days

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Introduces students to an overall management system designed to ensure that environmental protection and worker and public safety are appropriately addressed in the performance of any task. The fundamental premise of Integrated Safety Management (ISM) is that accidents are preventable through early and close attention to safety, design, and operation, with substantial stakeholder involvement with the teams that plan and execute the project, based on appropriate standards. The safety management system consists of (1) the objective, (2) the guiding principles, (3) the core functions, (4) the mechanisms of implementation, (5) clear roles and responsibilities, and (6) implementation. The course provides a framework for successfully implementing a safety program that is consistent with DOE corporate policy and maximizes the opportunity to protect workers (both Federal and contractor), the general public and the environment. The target audience is Level 2 Federal Project Managers. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.

June 16-18, 2003	001035	TBD	On-site sessions TBD
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Scope Management/Work Breakdown Structure

3 Days

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to control scope and configuration changes throughout the life cycle of the project. Project Managers need to recognize that accurate identification of requirements and scope is critical to the success of any project. Too often requirements are missed, adversely impacting schedule, cost, and most importantly, the quality of the deliverable. Project managers must be skilled in quickly identifying the requirements of a solution as well as have the experience and tools to manage scope change. The course will also emphasize Work Breakdown Structure (WBS) development. Some topic areas include baseline development techniques, identifying risk and constraints for requirements, prioritizing requirements, trade-off analysis, iterative requirements management, and scope change/configuration management. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M..

TBD	001036	TBD	On-site sessions TBD
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PMCDP Value Engineering

3 Days

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Provides students with a means for re-examining projects with a view to reducing their cost of delivery. It is based on a critical appraisal of the sales value, the cost value, the use value, and the esteem value of a product. This approach to cost reduction goes to the root of the user’s needs by identifying functions: thus, it addresses the total product or service, as opposed to more traditional methods which tend to be piece part oriented and which focus on production methods and techniques. It introduces the modern approach to Value Engineering; emphasizing the need for good communications and people management. It also develops the practical skills required to "get back to basics" i.e., to understand truly what the product is supposed to offer. The course begins with a historical overview of Value Engineering and then covers the main elements of the process with tutorial examples at each stage. Considerable emphasis is placed on the methods of building and leading Value Engineering teams. This is particularly beneficial for those working within a matrix organization where product responsibility cuts across functional boundaries. The main benefit, however, is that companies can identify considerable saving. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.

June 23-27, 2003	001037	TBD	On-site sessions TBD	
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PMCDP Labor Management Relations

3 Days

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides instruction in the art of preparing for labor management negotiations. It is specifically intended for supervisors, managers, attorneys and project management personnel who negotiate labor agreements or advise management negotiators. Prior labor relations training is advantageous but not required. Participants in this course will learn how to apply refined management bargaining skills and tactics; how to implement good-faith bargaining; methods for resolving impasses; and how to deal successfully with the Federal Mediation and Conciliation Service. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none

Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.

TBD	001038	TBD	On-site sessions TBD	
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<u>Operational Readiness Reviews</u>				2 Days
<p>This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. Provides a high level overview of the ORR process and how it can affect DOE project management activities. The course will delineate the roles and responsibilities of DOE-HQ, DOE Site, and contractor personnel regarding the ORR process. Emphasis will be placed on the reporting mechanisms utilized within a typical ORR and how the project manager can use such reports. The course will include an examination of Safety Analysis Reports (SARs) which can be used to ensure that: (a) the accident analyses adequately consider all credible scenarios; (b) all appropriate engineered safety systems which are necessary to prevent accidents or mitigate the on-site and off-site consequences of those accidents are identified; and (c) the information obtained from the updated Fire Hazards Analysis is consistent with the accident analyses. The class will also focus on selection methods for ORR team members to ensure that a team of technically qualified individuals are available. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.</p> <p>Recommended Prerequisite(s): none</p> <p>Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.</p>				
July 21-23, 2003	001039	TBD	On-site sessions TBD	
<u>Performance Based Contracting</u>				4 Days
<p>This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides a high level overview of Performance Based Services Contracting and how it can affect DOE project management activities. Upon completion, the students will understand the essential elements of performance-based services contracts, how to develop performance work statements and quality assurance plans, contract administration of performance-based services contracts, and the Federal and contractor roles and responsibilities. Students will practice performance-based management contracting approaches as teams. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.</p> <p>Recommended Prerequisite(s): none</p> <p>Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.</p>				
May 19-20, 2003	001040	TBD	On-site sessions TBD	
July 22-24, 2003		TBD	On-site sessions TBD	
<u>PMCDP Advanced Leadership</u>				10 Days
<p>This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. Provides the advanced knowledge and skills Federal Project Managers need in order to be outstanding team leaders and managers. Attendees will learn methods to bring their team to a higher performance level by confidently managing tasks and motivating team members to be the best they can be. Topic areas include role of the leader; vision, values and ethics; leadership planning; driving change; developing a plan for action; effective leadership models; and multi-program resource management. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.</p> <p>Recommended Prerequisite(s): none</p> <p>Target Participants: Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.</p>				
TBD	001041	TBD	On-site sessions TBD	

Advanced Risk Management**3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. The objective of this course is to provide students with an overview of more advanced Risk Management principles. The training will build upon the concepts included in the basic course and will review topics that are appropriate for Level 2 Federal Project Managers. In addition to a review of topics covered in the basic course, students will receive training on the impact of technology development and how new technology risk affects the typical project. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.***

May 6-8, 2003	001042	TBD	On-site sessions TBD
July 15-17, 2003		TBD	On-site sessions TBD
September 8-10, 2003		TBD	On-site sessions TBD

PMCDP Strategic Planning**10 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 4 Certification. This course covers a range of project management issues specific to the competency needs of a Level 4 Project Manager. Provides a high-level overview of strategic planning topics for Level 4 Federal Project Managers. The student will be introduced to theories and techniques to improve productivity, formulate and implement a planning process and make better strategic decisions. Students will be shown how to prepare strategic plans that give specific direction, yet remain flexible enough to be responsive to changing conditions. Upon completion the student will be able to determine the viability of implementing a strategic plan. The student should be able to gauge leadership's commitment to the implementation of a strategic plan. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of the case study and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 4 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost over \$400M.***

TBD	001043	TBD	On-site sessions TBD
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Cost and Schedule Estimation**10 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 2 Certification. This course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. Provides students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. The course teaches skills used across the project life cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design). The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects cost estimating with actual scenarios and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

June 23-27, 2003	001044	TBD	On-site sessions TBD
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PMCDP Leadership/Supervision**3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is required for PMCDP Level 2 Certification. Provides the leadership/supervision skills necessary for successful project management. Participants will learn methods to bring their team to a higher performance level by confidently managing tasks and motivating team members to be the best they can be. Topic areas include leadership principles and styles, human resources and motivational techniques, project team building, organizing and motivating team members, identifying individual strengths and weaknesses, coaching, mentoring, and effective methods for tracking team performance. The objective of this course is prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of various leadership and supervisory scenarios and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 2 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 5 to 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$20M to \$100M.***

September 9-11, 2003

001045

TBD

On-site sessions TBD

NEPA and Environmental Regulations**3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. Provides the student with a broad-based knowledge of regulatory requirements applicable to DOE and its mission and facilities (both nuclear and non-nuclear), including current issues and future regulatory directions. The course also provides an overview of the major regulatory acts and agencies that govern DOE operations and the related impact on the activities of a project manager. An explanation of the relationship between state and Federal regulatory agencies and the DOE is provided and participants will gain an understanding of the engineering role in regulatory compliance. Specific emphasis will be placed on the impact of NEPA and how it affects project management activities in the long run. The objective of this course is to prepare the participant to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to work through all aspects of NEPA and Engineering regulations.

Recommended Prerequisite(s): none***Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.***

April 15-17, 2003

001046

TBD

On-site sessions TBD

Negotiations Strategies and Techniques**3 Days**

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course provides attendees with methods and strategies designed to improve their performance during negotiations. Attendees will learn how to improve their ability to develop a negotiation plan, prioritize issues, improve persuasion techniques, and arrive at satisfactory settlements. The student will be able to recognize and use leverage and how to adjust to the media used in the negotiation. Focus of the course will also be on understanding the structure, techniques, and approaches available to the student when seeking to positively influence an outcome. The objective of this course is to prepare the student to address Executive Project Management Responsibilities for subject areas described in the course description. The student will be able to work through all aspects of negotiating and defend the course of action chosen.

Recommended Prerequisite(s): none***Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.***

April 21-25, 2003

001047

TBD

On-site sessions TBD

PMCDP Systems Engineering

3 Days

This course is part of the Project Management Career Development Program (PMCDP). It is an elective course for PMCDP Level 3 Certification. This course covers a range of project management issues specific to the competency needs of a Level 3 Project Manager. This course will to teach students how to avoid costly practices that lead to significant cost and schedule overruns through proper management of the technical aspect of the project cycle. It stresses the importance of the project study period when project requirements are developed; method of verification is determined; functional and performance analysis is performed; availability of needed technology is assessed; and risks are identified and analyzed. This course covers the process for transforming requirements into system architecture through the development and trade-off of concepts, effectiveness analysis, and specification development. Upon completion of this course, participants will be able to describe the project system engineering process; direct the project requirements development process; manage the system architecture development; direct integration system components and verify that requirements have been met; and manage system documentation, data configuration and flow. The objective of this course is to prepare the participant to address Executive Project Management Responsibilities for subject areas described in the course description. The participant will be able to systematically plan system architecture in the most cost and quality efficient manner.

Recommended Prerequisite(s): none

Target Participants: Level 3 Federal Project Managers, prospective Project Managers and IPT Members. Attendees at this course should have 20 years experience in Project Management and should currently be sitting in a project management position of a project with a total project cost of \$100M to \$400M.

TBD	001049	TBD	On-site sessions TBD	
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