

# GENERAL SERVICES ADMINISTRATION

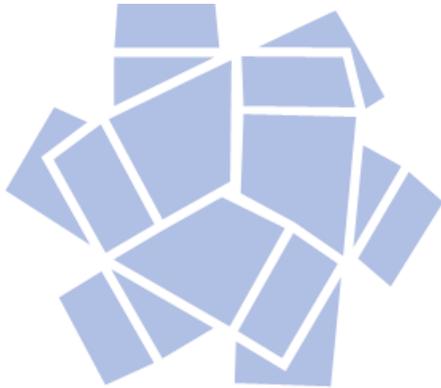
## Federal Acquisition Service

*Authorized Federal Supply Schedule FSS Price List*

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through *GSA Advantage!*<sup>™</sup>, a menu-driven database system. The INTERNET address *GSA Advantage!*<sup>™</sup> is: [GSAAdvantage.gov](https://www.gsa.gov).

Contract Number: GS-35F-013CA  
Contract Period: 10-03-2019 through 10-02-2024

For more information on ordering go to the following website:  
<https://www.gsa.gov/schedules>.



**FMP**  
consulting

## MULTIPLE AWARD SCHEDULE

FSC Group: Information Technology Category FSC Class:

Contractor:  
Federal Management Partners, Inc.  
(d/b/a FMP Consulting)  
2900 South Quincy Street, Suite 200  
Arlington, Virginia 22206

Contract Administration: Mary B. Kilcarr  
Telephone: (703) 671-6600  
Extension: 103  
Fax: (703) 671-6924  
Email: [mkilcarr@fmpconsulting.com](mailto:mkilcarr@fmpconsulting.com)

Business Size:  
Small Business | Women-Owned  
Top Secret Facility Clearance

Ordering POC: Sherean Miller  
Telephone: (703) 671-6600  
Extension: 102  
Fax: (703) 671-6924  
Email: [bd@fmpconsulting.com](mailto:bd@fmpconsulting.com)

Website: [www.fmpconsulting.com](http://www.fmpconsulting.com)

Contract #GS-02F-0155Y and 47QRAA18D005Z are listed here for reference purposes only and are replaced by GS-35F-013CA.

GS-02F-0155Y is only to be used for BPAs and orders awarded prior to or pending an award decision as of 2/28/2022.  
47QRAA18D005Z is only to be used for BPAs and orders awarded prior to or pending an award decision as of 6/7/2022.

All new BPA's and orders MUST be awarded against the contractor's surviving MAS contract GS-35F-013CA.

**Pricelist current as of Modification #PS-0029, dated June 26, 2023.**

Prices Shown Herein are Net (discount deducted)

## CUSTOMER ORDERING INFORMATION

- 1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers:

<b>SIN</b>	<b>DESCRIPTION</b>
<u>54151S/STLOC/RC</u>	<u>Information Technology Professional Services</u>
<u>56131/RC</u>	<u>Talent Acquisition</u>
<u>611430TD/RC</u>	<u>Talent Development</u>
<u>541612EPM/RC</u>	<u>Employee Performance Management</u>
<u>541214HR/RC</u>	<u>Compensation &amp; Benefits</u>
<u>524292/RC</u>	<u>Separation &amp; Retirement</u>
<u>541612ER/RC</u>	<u>Employee Relations</u>
<u>541612LR/RC</u>	<u>Labor Relations</u>
<u>541611W/RC</u>	<u>Workforce Analytics and Employee Records</u>
<u>54161/RC</u>	<u>Agency Human Capital Evaluation</u>
<u>541612HC/RC</u>	<u>Agency Human Capital Strategy, Policy and Operational Planning</u>
<u>541611/RC</u>	<u>Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</u>
<u>611430/RC</u>	<u>Professional and Management Development Training</u>
<u>OLM/STLOC/RC</u>	<u>Order Level Materials</u>

- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/ dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. See attached price list, page 22.
- 1c. If the Contractor is proposing hourly rates a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not applicable" for this item. See attached labor descriptions, page 11.
2. Maximum Order: SIN54151S: \$500,000. SIN OLM: \$250,000. All other SINS: \$1,000,000
3. Minimum Order: \$100.00.
4. Geographic Coverage (delivery area): Domestic.
5. Point(s) of production (city, county, and state or foreign country): Same as Contractor.
6. Discount from list prices or statement of net price: See attached price list, page 22.
7. Quantity discounts: None.
8. Prompt payment terms: Net 30. Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign items (list items by country of origin): None.
- 10a. Time of Delivery: Specified on the Task Order.
- 10b. Expedited Delivery. Contact Contractor.
- 10c. Overnight and 2-day delivery. Contact Contractor.
- 10d. Urgent Requirements. Contact Contractor.
11. F.O.B. Points(s): Destination.
- 12a. Ordering Address(es): Same as Contractor.
- 12b. Ordering procedures: See Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment address(es): Same as Contractor.
14. Warranty provision: Contractor's Standard Commercial Warranty.
15. Export Packing Charges (if applicable): N/A.
16. Terms and conditions of rental, maintenance, and repair (if applicable): N/A.
17. Terms and conditions of installation (if applicable): N/A.
- 18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A.
- 18b. Terms and conditions for any other services (if applicable): N/A.
19. List of service and distribution points (if applicable): N/A.
20. List of participating dealers (if applicable): N/A.
21. Preventive maintenance (if applicable): N/A.
- 22a. Special attributes such as environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A.
- 22b. If applicable, indicate that Section 508 compliance information is available for the information and communications technology (ICT) products and services and show where full details can be found (e.g. contractor's website or other location.) ICT accessibility standards can be found at: <https://www.Section508.gov/>. N/A
23. Unique Entity Identification (UEI) Number: PLSZM1MAB7Y8.
24. Notification regarding registration in System for Award Management (SAM) database: Registered.

## **FMP SCHEDULE SERVICES**

FMP Consulting provides Federal organizations with consulting services related to Information Technology (IT) development, management, and support, as well as training and development and strategic human capital consulting. Our team provides a variety of IT focused offerings including custom software design and development, requirements analysis, systems integration, enterprise reporting, and Project Management Office (PMO) support. More specifically, FMP offers a complete set of technology capabilities that includes:

- Requirements Definition and Analysis
- System Design, Development and Evaluation
- Software Development and Solution Design
- Process Analysis and Improvement
- Program Management and PMO Support
- Quality Assurance
- Section-508 Compliance
- Data Management
- IT Reporting and Documentation
- Human Resources Line of Business (HRLOB) Transition and Migration
- Automated Recruitment Systems and other HRIS Tools
- Web Design and Development
- Human Capital Dashboards
- Program Evaluation
- Change Management and Strategic Communications
- Organizational and Accounting Controls and Manpower

To complement our IT offerings, we offer a wide range of training and development services including developing, deploying, managing, and evaluating training programs in traditional instructor-led settings as well as blended learning environments that incorporate e-learning and distributed approaches to training. FMP also offers a variety of strategic human capital support services focused on selection, assessment, employee engagement, competency modeling, and workforce planning.

\*FMP uses the following Education and Experience equivalency standards: Standards serve as a guide for deciding which staff to assign to which roles on a given project; standards represent general benchmarks, not absolute criteria. The overriding goal in assigning staff is to achieve the optimal mix of skills needed to ensure the project's success at the best price to the client. Whenever years of experience are referred to in these standards, it is understood that a Master's degree in a relevant area of study is equivalent to two years of the described experience and a Doctorate Degree in a relevant area of study is equivalent to four years of the described experience.

## **HR SCHEDULE SERVICES**

Our firm provides an array of HR employment and support services through the MAS Schedule Human Capital Category. Specific services offered by FMP Consulting include:

### **SIN 541612HC: AGENCY HUMAN CAPITAL STRATEGY, POLICY & OPERATIONAL PLANNING**

Workforce Planning: FMP provides both traditional staffing modelling support as well as develops cutting-edge, web-based modeling and analytical tools; conducts future state and trend analysis; performs comprehensive human resource audits; and, provides a range of data-driven forecasting techniques through the use of subject matter experts, workforce skills assessment, trend projection and other proven methods.

**Human Capital Strategy:** FMP offers the development of effective human capital management strategies, enhanced policy, and plans that ensure federal organizations are able to manage a highly qualified, productive, and diverse workforce focused on results aligned with agency mission, goals, and objectives. Sample services include: identifying strategic HR needs; defining HR and business function roles and accountabilities; establishing HR measures and performance metrics; developing/ administering HR programs and policies; developing strategies for HR systems, tools, and technologies; and, developing and implementing human capital strategic plans.

**Organizational Design & Position Classification:** FMP has expertise conducting a broad range of classification functions, spanning numerous occupations and grades, in accordance with Title 5 and other specialized hiring authorities. We provide position description review, implementation of classification standards, advice on position management and organizational structure, and preparation of position descriptions. We partner with our clients to assess workforce composition (e.g., employee types, grades, and skills), workload, and business processes to ensure the organizational design aligns with the mission and strategic vision of the organization.

**Diversity & Inclusion:** FMP expertly applies industry best practice and legal guidance in support of strategic HR consulting, recruitment/selection, workforce assessment, and program design, evaluation, and integration to assist organizations with maximizing workplace diversity.

**Employee Engagement & Communications:** With expertise in topic areas such as improving individual and group dynamics, morale and team building, FMP provides all of the strategic HR consulting services necessary to plan and implement programs and methodologies that enhance employee engagement and satisfaction. We also offer comprehensive communication services (e.g., developing strategic communications plans, internal and external social media utilization, etc.) to help increase the effectiveness of human capital strategies, policies, and operational planning initiatives.

**Organizational Development:** FMP provides a broad range of strategic organizational development services (e.g., change management support and HR process assessment and improvement) as well as transactional organizational development services, including support for processing the full range of federal personnel actions related to the federal employee lifecycle from acquisition to retirement (e.g., processing Standard Form 50, providing advice and assistance on technical matters related to employee records, and preparing reports). FMP also serves as an integrator, assisting government program managers in connecting related functions performed by multiple contractors.

### **SIN 56131: TALENT ACQUISITION**

**Talent Acquisition Management:** FMP works with clients to develop workforce plans that align with and optimize business unit strategies and resourcing needs. Our team of federal HR experts and Industrial/Organizational psychologists have deep experience determining critical competencies through job analysis. The assessment approaches and tools we design are compliant with legal and professional standards, such as the Uniform Guidelines on Employee Selection Procedures and OPM's Human Capital Framework. In addition, we prepare job descriptions, develop and post job requisitions, provide advice and guidance to hiring managers, create applicant records, and manage/track applicant data.

**Candidate Sourcing & Recruitment:** FMP provides extensive candidate sourcing and recruitment support to help agencies find best-in-class human capital talent. Example services include: performing external recruitment using a variety of methods; managing comprehensive internal recruitment and placement programs (e.g., merit promotions, transfers of function, reassignments, details, rotational training assignments, reductions-in-force, etc.); and, managing internships and mentoring assignments.

**Candidate Assessment & Selection:** FMP designs, implements and reviews eligibility requirements/evaluation criteria and performs qualifications analysis and management for a wide range of special recruitment programs (e.g., SES, Pathways Program, Schedule A, etc.). In support of these efforts, FMP identifies, develops and deploys candidate selection tools; interviews and tests applicants; and, selects the best-qualified candidates based on demonstrated skills and competencies.

**New Hire In-Processing:** FMP provides the full range of new hire in-processing services to ensure employees are ready to contribute to the mission on Day 1. Sample services include: developing joboffers, negotiating an offer, hiring a candidate, and managing and automating in-processing forms.

**Candidate Suitability:** FMP partners with agencies to uphold the integrity and efficiency of their services by managing and executing the candidate suitability process, ultimately ensuring fitness foremployment. Sample services include: fitness testing, skills assessment, psychological testing, and aptitude assessment.

#### **SIN 611430TD: TALENT DEVELOPMENT**

**Talent Development Planning & Strategy:** FMP offers the implementation and maintenance of comprehensive programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent. Example services include: providing advice, guidance and assistance clients in managing self-improvement training resources; providing assistance in identifying training needs and requirements; coordinating the availability of various training programs, career development programs, executive leadership programs, and tuition assistance programs; encouraging participation and accountability in the training program(s); counseling management and employees to determine optimal methods of meeting organizational and career developmental needs; and, recommending, designing, and/or conducting talent development programs in areas related to HR.

**Workforce Development, Training & Training Devices:** Skilled staff from FMP's Learning and Development (L&D) Center of Excellence provide best-in-class workforce development and training services. Rooted in adult learning principles, FMP's training and development offerings equip employees with practical knowledge and skills to improve their job performance and develop in their careers. Sample offerings include: conducting leadership training workshops and developing/deploying leadership assessment surveys.

**Learning Management:** FMP successfully supports the management and administration of agencies' talent development programs. Sample offerings include: administering both traditional and automated Learning Management Systems (LMS); performing comprehensive data analytics; reporting, testing and conducting test administration, educational program research and development; and, providing general HR consulting services to optimize learning management.

#### **SIN 541612EPM: EMPLOYEE PERFORMANCE MANAGEMENT**

**Employee Performance Management:** FMP offers the creation, implementation, maintenance, and evaluation of comprehensive employee performance management practices, programs, and strategies that help managers distinguish performance and link individual performance to agency goals. Services include, but are not limited to: defining performance objectives; reviewing, appraising, and managing employee performance; evaluating and reviewing the performance management program; and, managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach and incentives.

**Recognition Management:** FMP provides clients with a comprehensive suite of recognition management services to optimize the impact of recognition programs and offerings. Examples include analyzing current recognition and reward programs and practices to ensure they are aligned

to organizational business and people strategies; motivating individual/ team/ organizational achievement; encouraging managers to champion recognition programs; communicating the recognition and reward strategy to employees; and, evaluating the effectiveness of recognition approaches and incentives.

#### **SIN 541214HR: COMPENSATION & BENEFITS**

**Compensation Management:** FMP provides comprehensive support to design, develop and implement compensation policies and programs that attract, retain and fairly compensate employees, adhere to applicable law and regulation, and align with agency goals. We provide strategic, administrative and management support in the planning and adoption of non-discretionary (government-wide) agency discretionary and alternative compensation programs that are fair, equitable and promote retention as well as design and implement supporting tools, processes, and systems.

**Work Schedule & Leave Administration:** FMP provides comprehensive support to design, develop and implement work schedule and leave administration policies and programs that attract, retain and meet work-life needs of employees, adhere to applicable law and regulation, and align with agency goals. We ensure systems support accurate and timely benefits for employees and provide consulting and program management services in support of the creation of work schedules.

**Benefits Administration:** FMP provides consulting and management support services to ensure proper determination, allocation, and disbursement of employee benefits, including the processing and adjudication of workers compensation claims. This includes managing the day-to-day operations of group benefits programs and employee enrollment, processing claims, and performing benefits reconciliation.

**Workers' Compensation:** FMP applies our deep knowledge of the Federal employees' Compensation Act (FECA) in the management and processing of workers' compensation claims. Sample services include: providing technical and managerial assistance; monitoring hearing and appeal responses; counseling claimants in filing injury reports and establishing the essential elements of the claim; developing training programs for employees and management; developing return-to-work strategies; and, claims re-validation assessments and administrative inquiries to confirm or refute suspicions or allegations of invalid claim status.

**Work-Life Wellness/Employee Assistance Programs:** As an eight-time recipient of Companies as Responsive Employers (CARE) award winner, FMP recognizes the importance work-life effectiveness as a tool for optimizing organizational success. FMP helps organizations management and implement these programs and services, which are critical to helping employees work through various life challenges that may adversely affect job performance, health, and personal well-being.

#### **SIN 524292: SEPARATION & RETIREMENT**

**Separation Counseling:** FMP employs a full range of services to help separating employees and/or their families with the transition. Sample services include: providing HR consulting services specific to retirement as well as providing comprehensive outplacement support (e.g., career transition services in response to downsizing and reorganizing; training, counseling and guidance in areas such as self-assessment; knowledge, skills, and abilities (KSA) assessment; job aptitude/ interest inventories; group and individual counseling; career and job workshops; resume writing; job search methods; interview and negotiation techniques; stress management; and, personal financial management and job training).

**Retirement Planning & Processing:** FMP offers professional consulting services in support of retirement planning. We support retirement application processing, application adjudication, and retirement payment processing.

**Retirement Management:** FMP provides consulting and management support in the design and implementation of customer agency retirement protocols, including the oversight and maintenance of related systems, tools, and processes.

#### **SIN 541612ER: EMPLOYEE RELATIONS**

**Employee Misconduct Remediation:** FMP partners with agencies to develop policies and supporting resources that outline employee conduct expectations, define misconduct, specify supervisory responsibilities, and establish appropriate protocols allowing employees to respond to allegations. Example services include: performing case management; reviewing proposed correspondence for regulatory compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

**Employee Performance Remediation:** FMP partners with agencies to develop processes that outline and describe corrective actions for departures from established performance standards that are required to fulfill job responsibilities and contribute to mission success. Example services include: performing case management; reviewing proposed correspondence for regulatory compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

**Administrative Grievances & Third- Party Proceedings:** FMP has substantial experience working with agencies to administer and support a variety of functions related to administrative grievances and third-party proceedings. Sample services include: providing comprehensive support in disciplinary actions as they relate to complaints, grievances, and appeals; leave administration, recognition and awards, performance management and appraisal, insurance benefits, Thrift Savings Plan, and retirements; providing guidance and assistance in completing necessary processes and documentation; providing guidance and assistance in monitoring and assessing the value of the operation of a complaint receipt system; performing case management; assisting in the review of correspondence for regulatory compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

**Employee Suitability:** FMP works closely with agencies to assess employee-position fit and appropriateness to protect the integrity of the organization and promote efficiency of the service. Examples of suitability support services FMP provides include: assisting in determining candidate/employee suitability based on information collected both inside and outside of the HR process (e.g., interviews, skills assessment, skills testing and resume review).

**Reasonable Accommodation Programming:** FMP partners with agencies to develop and implement a variety of functions, processes, and supporting resources to effectively manage reasonable accommodation programs. Examples of these services include: performing case management; reviewing proposed correspondence for regulatory compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

#### **SIN 541612LR: LABOR RELATIONS**

**Labor Relations Management:** FMP helps agencies establish an environment and develop resources conducive for ongoing communication between union and management between management and non-labor organizations. Sample services include: performing case management; mediating and/or Alternative Dispute Resolution (ADR), as needed; reviewing correspondence for regulatory sufficiency or compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

**Negotiated Grievances & Third-Party Proceedings:** FMP assists agencies in the establishment and application of procedures and guidelines to be followed by employees, management or the union when resolving disputes or conflicts. Sample services include: performing case management; meditating and/or Alternative Dispute Resolution (ADR), as needed; reviewing correspondence for regulatory sufficiency or compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

**Collective Bargaining:** FMP provides agencies with comprehensive collective bargaining support, helping to facilitate a process that results in solutions and agreements that are both fair and practical. Sample services include: performing case management; reviewing correspondence for regulatory sufficiency or compliance; and, serving as an interface with various critical stakeholders (e.g., legal union representatives, Department of Labor [DOL], the Office of Personnel Management [OPM], etc.).

#### **SIN 541611W: WORKFORCE ANALYTICS & EMPLOYEE RECORDS**

**Employee Inquiry Processing:** FMP supports customer agencies in the process of receiving, responding to, and recording information related to employee inquiries, questions, concerns, complaints or suggestions.

**Employee Research:** FMP uses surveys, focus groups and other data-gathering methods to reveal the attitudes, opinions and feelings of employees that could influence change within the organization. We have particular expertise in the management, administration and analysis of the Federal data, as well as time to fill, cost per hire, accession rate, retention rate, replacement rate, and offer acceptance rate data. We synthesize raw data, identifying trends and meaningful conclusions that help agencies make data-driven decisions to improve organizational outcomes.

**Workforce & Performance Reporting:** FMP develops workforce and performance reporting to communicate organizational composition, identify resources utilization, and/or highlight achievements data to relevant stakeholders that help inform goal creation and drive positive change.

**Records Management:** FMP helps organizations establish and implement standards of accuracy, relevancy, necessity, timeliness, and completeness for personnel records, and prescribes processes for the creation, collection, processing, use, revision, and maintenance of employee data.

**Records Disclosure:** FMP helps organizations with the maintenance, protection, furnishing, and amendment of records as defined by the Privacy Act of 1974 (5 U.S.C. 552a).

#### **SIN 54161: AGENCY HUMAN CAPITAL EVALUATION**

**Employee Viewpoint Survey (FEVS) and other employee opinion surveys** as well as deep experience with a wide variety of federally compliant survey tools and platforms.

**Workforce & Performance Analytics:** FMP's team of Industrial-Organizational psychologists and statisticians expertly apply a range of statistical tools and techniques in the analysis of recruitment, staffing, training and development, personnel, and compensation and benefits Human Capital Programmatic Evaluation: As the only North American affiliate of the Kirkpatrick Partners, evaluation is engrained into everything FMP does. We leverage and tailor this best practice framework to help agencies perform meaningful self-assessments of their human capital strategy, services, and practices to improve return on investment, quality, efficiency, and employee satisfaction.

**SIN 541611/RC CONSULTING SERVICES:**

We provide expert advice, assistance, guidance and counseling in support of agencies' management, organizational and business improvement efforts.

This includes studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Examples of consultation include, but are not limited to:

- » strategic and business planning
- » systems alignment
- » process and productivity improvement
- » organizational assessments
- » leadership systems
- » performance measures and indicators
- » program audits and evaluations

**FACILITATION SERVICES:**

We provide facilitation and other decision support services. Agencies may hire us when engaging in collaboration efforts when working with ad-hoc groups or integrated teams. Agencies bringing together diverse teams and/or groups with common and divergent interests may require a neutral party to assist them in:

- » the use of problem-solving techniques
- » resolving disputes, disagreements and divergent views
- » defining and refining the agenda
- » convening and leading large and small group briefings and discussions
- » providing a draft for the permanent record
- » recording discussion content and focusing decision-making
- » debriefing and in overall planning

**SURVEY SERVICES:**

We provide expert consultation, assistance and deliverables associated with all aspects of surveying.

We can survey employees, citizens, management or other specific constituencies of any size. We can assist with and independently complete:

- » planning survey design
- » administering surveys using various types of data collection methods
- » sampling and survey development
- » database administration
- » analyses of quantitative and qualitative survey data
- » pretest/pilot surveying
- » assessing reliability and validity
- » producing deliverables that include:
  - » description and summary of results with associated graphs, charts and tables description of data collection and survey administration methods
  - » discussion of sample characteristics and validity of data
  - » analysis of non-response
  - » briefing of results to include discussion of recommendations and follow-up actions

**SIN 611430/RC TRAINING SERVICES:**

Instructor Led Training, Web Based Training and Education Courses, Course Development, and Test Administration: We provide commercially-available off-the-shelf training and/or educational courses that are delivered via an Instructor-led (i.e. traditional classroom setting or conference/seminar) and/or web-based system (i.e. Internet/Intranet, software packages, and computer applications). We also

provide professional services in support of planning, creating, and/or executing a customized course(s) to include learning management, customized subject matter specific training and/or educational courses that are delivered via an instructor-led and/or web-based system. Our professional services in support of planning, creating, and/or executing a customized course(s) shall include labor categories (i.e. Subject Matter Experts (SMEs), Program Managers, Project Managers, Research Assistant, Technical Specialist, etc.), subject matter(s), and methodology(ies) to be used.

**SIN 541611/RC PROGRAM AND PROJECT MANAGEMENT:**

FMP provides high-quality integrated business program support services to assist agencies in planning, initiating, managing, executing, and closing out mission-oriented business programs and projects. Services included are: project leadership and communications with stakeholders; project planning and scheduling; earned value management support; project management, including performance monitoring and measurement; reporting and documentation associated with project/program objectives; stakeholder briefings, participation in required meetings, and related project support services; program integration services; and project close-out services.

**FMP LABOR CATEGORY DESCRIPTIONS**

**INFORMATION TECHNOLOGY PROFESSIONAL SERVICES**

**IT CONSULTANT I**

*Role:* Supports tasks on small, medium, and large projects. Uses consultative skills and business knowledge to research business objectives, processes, and systems integration. Analyzes the client's Information Technology business needs, collects relevant data, research problems and potential solutions. Also, collects information through note taking during interviews and surveys to draw and support conclusions. Contributes to final reports and presentations for clients.

*Qualifications:* Bachelor's degree in IT-specific field. May substitute 1 year of experience, if Bachelor's degree is in an unrelated field. Minimum of one year of relevant, professional experience in an Information Technology (IT) field.

**IT CONSULTANT II**

*Role:* Leads small IT projects and supports major tasks on medium to large projects. Uses consultative skills and business knowledge to advise on business objectives, processes, and systems integration. Analyzes the client's Information Technology business needs, collects relevant data, research problems and potential solutions and recommends particular courses of action. Also, collects information through interviews and surveys to draw and support conclusions. Develops and/or reviews final reports for clients and creates, reviews, and delivers presentations on findings.

*Qualifications:* Bachelor's degree in IT-specific field. May substitute two years of experience, if Bachelor's degree is in an unrelated field. Minimum of three years of relevant, professional experience in an Information Technology (IT) field.

**IT CONSULTANT III**

*Role:* Leads major portions of large or medium sized IT projects, and fully leads small projects. Uses consultative skills and business knowledge to advise on business objectives, processes, and systems integration. Analyzes the client's Information Technology business needs, collects relevant data, research problems and potential solutions and recommends particular courses of action. Also, collects information through interviews and surveys to draw and support conclusions. Develops and/or reviews final reports for clients and creates, reviews, and delivers presentations on findings.

*Qualifications:* Bachelor's degree in IT-specific field. May substitute 3 years of experience if Bachelor's degree is in an unrelated field. Minimum of five years of relevant, professional experience in an Information Technology (IT) field.

### **IT SUPPORT SPECIALIST**

*Role:* Provides phone and in-person support to users in the areas of e-mail, directories, standard Windows desktop applications, and applications or deliverables developed for the customer. Serves as the initial point of contact for troubleshooting hardware/software PC and printer problems.

*Qualifications:* Bachelor's degree in science or IT field. May substitute with 1 year of experience and an Associates degree. Minimum of one year of experience in the Information Technology (IT) field.

### **MANAGEMENT ANALYST**

*Role:* Identifies costing for existing IT systems (maintenance, operations, etc.). Identifies life cycle costs for proposed IT systems (development, operations, maintenance). Identifies cost savings/ cost avoidance associated with retirement of old systems or as a result of the improved performance of new systems.

Provides briefings on analyses conducted. Works under general supervision with broad direction.

Develops, upgrades and improves systems for tracking and reporting project status and progress.

*Qualifications:* Bachelor's degree. May substitute with 1 year of experience and an Associate's degree. Minimum of one year of experience in a management support or business analyst role.

### **PROJECT MANAGER**

*Role:* Provides technical and leadership skills to small and medium projects or parts of large projects.

Responsible for deriving, implementing, and/or managing overall technical solutions in compliance with contract or task requirements. Must be proficient in project management activities including planning, scheduling, resource allocation, risk analysis and mitigation, contract administration, and customer interaction. Must be able to determine additional project improvement opportunities and develop requirements and process changes. Must be able to determine additional project improvement opportunities and initiate the development of requirements and process changes for these opportunities.

*Qualifications:* Bachelor's degree in science, Information Technology (IT) field, or business. Advanced/ professional degree (MA, MBA) or project management certification (PMP) preferred. Minimum of five years of professional experience in strategic project management, planning, and delivery of contracted services according to contract terms.

### **QUALITY ASSURANCE SPECIALIST**

*Role:* Provides technical direction for software development tasks, including the review of work products for correctness, adherence to the design concept, user standards, and progress. Supports process for evaluating software and associated documentation. Research resources required for quality control.

Maintains the level of quality throughout the software life cycle. Detail oriented, and conducts and supports formal and informal reviews at predetermined points throughout the development life cycle.

*Qualifications:* Bachelor's degree. May substitute with 1 year of experience and an Associate's degree. Minimum of one year of experience in the Information Technology (IT) field, preferably in Quality Assurance.

### **SENIOR IT CONSULTANT**

*Role:* Leads medium to large, complex projects and major tasks of very large projects. Manages the project as defined by the client contract. Uses consultative skills and business knowledge to advise on business objectives, processes, and systems integration. Analyzes the client's Information Technology business needs, collects relevant data, research problems and potential solutions and recommends particular courses of action. Also, collects information through interviews and surveys to draw and support conclusions. Develops and/or reviews final reports for clients and creates, reviews, and delivers presentations on findings.

*Qualifications:* Bachelor's degree in physical science, social science, IT-specific field, or business. Advanced/professional degree in associated field preferred. Minimum of seven years of relevant, professional experience in an IT field.

### **SENIOR IT EXPERT/ ARCHITECT**

*Role:* Provides expert support, analysis and research into complex problems and processes relating to Information Technology. Serves as technical expert on project teams by providing direction and subject matter expertise. Applies advanced technical principles, theories, and concepts, and contributes to the development of new principles and concepts. Works toward long- range Information Technology goals and objectives. Develops advanced technological processes and guides their development into the final product or deliverable. Expertise is in a particular area of Information Technology (e.g., Information Systems Architecture, Telecommunications Systems Design, Architecture, Implementation, Information Systems Integration, Software Development Methodologies, Security Engineering, Communications and Network Systems Management), or a specific functional area (e.g., finance, logistics, and operations research).

*Qualifications:* Bachelor's degree in science, Information Technology (IT) field, or business. Advanced/ professional degree in IT field preferred. Minimum of fifteen years of professional experience leading and advising on IT projects, from planning, design, and development to implementation and integration.

### **SENIOR PROJECT MANAGER**

*Role:* Provides technical and leadership skills to medium and large, complex projects. Responsible for deriving, implementing, and/or managing overall technical solutions while complying with contract or task requirements. Must be skilled in project management activities including planning, scheduling, resource allocation, risk analysis and mitigation, contract administration, and customer interaction and relationship management. Must be able to determine additional project improvement opportunities and develop requirements and process changes for these opportunities.

*Qualifications:* Bachelor's degree in science, Information Technology (IT) field, or business. Advanced/ professional degree (MA, MBA) or project management certification (PMP) preferred. Minimum of ten years of professional experience in strategic project management, planning, and delivery of contracted services.

### **SENIOR SOFTWARE ENGINEER/ DESIGNER**

*Role:* Research, designs, and develops computer software systems in conjunction with hardware product development. Applies principles and techniques of computer science, engineering, and mathematical analysis. Analyzes software requirements to determine feasibility of design within time and cost constraints. Develops and directs software system testing procedures, programming, and documentation. Designs, codes, tests, and implement tools for operations automation.

*Qualifications:* Bachelor's degree in IT- specific field. May substitute 4 years of experience, if Bachelor's degree is in an unrelated field. Advanced degree in associated field preferred. Minimum of five years of experience and expert use of multiple programming languages. Experienced in design and implementation of systems.

### **SOFTWARE ENGINEER/DESIGNER**

*Role:* Analyzes and design software systems, products, and deliverables in accordance with specific customer requirements. Provides software, database management, programming, and other general engineering expertise to support defined tasks on Information Technology projects.

*Qualifications:* Bachelor's degree in IT- specific field. May substitute 2 years of experience, if Bachelor's degree is in an unrelated field. Minimum of one year of experience in use of multiple programming languages. Experience in design and implementation of systems.

## **HR AND PROFESSIONAL SERVICES**

### **COACH**

*Role:* Provides leadership coaching to emerging leaders and mid-level managers, in structured engagements designed to enhance leader performance. Supports complex, difficult, and sensitive projects; engages with leaders at mid to lower levels of an organization; designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.

*Qualifications:* Requires a minimum of a Master's degree and three (3) years relevant experience or a Bachelor's degree, and five (5) years of experience, and ICF certification (or equivalent) at the ACClevel or above. Coaches must demonstrate experience designing and implementing coaching engagements for mid to senior level professionals, emerging leaders and first-time managers, and must hold an advanced training certificate from an industry-recognized coach training school.

### **CONSULTANT**

*Role:* Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans individual tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree). Entry level consultant with one year of experience successfully performing management consulting or related work.

### **CONSULTANT I**

*Role:* Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans project tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and at least two years of experience successfully performing management consulting or related work.

### **CONSULTANT II**

*Role:* Provides management advice and assistance to clients and performs consulting tasks (research, data analysis, interviewing, report-writing). Plans project tasks; monitors completion of tasks; tracks schedule and cost; coordinates project activities; directs/coordinates staff involved with project; coaches/assists staff with projects; ensures project meets contract requirements; and communicates with client on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least three years of experience successfully performing management consulting or related work.

### **CONSULTANT III**

*Role:* Works on, leads, or manages consulting projects; provides technical advice, assistance and mentoring to clients and staff; directs/coordinates staff involved with project; coordinates project activities; reviews and approves deliverables; ensures project meets contract requirements; communicates with client on project status and results; and identifies and resolves project issues. Nurtures long-term client relationship.

*Qualifications:* Advanced degree (minimum Bachelor's Degree) with at least five years of experience successfully performing management consulting or related work, including one to two years leading and directing consulting projects, some of which were large and complex in nature.

### **ENGAGEMENT MANAGER/PROJECT MANAGER III**

*Role:* Leads highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; supports development of project goals and methodologies; assists with planning and acquiring necessary resources; reviews and approves deliverables;

ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects. The Engagement Manager has substantive experience and broad knowledge in variety of HR disciplines, including specialized knowledge in a human capital strategic, analytical or operational field. The Engagement Manager may perform, among other tasks, the following:

- Responsible for the development of effective human capital management strategies, enhanced policy, and plans that ensure federal organizations are able to manage a highly qualified, productive, and diverse workforce aligned with agency mission, goals, and objectives.
- Leads a team to work with clients to develop workforce plans that align with and optimize business unit strategies and resourcing needs and determining critical competencies through job analysis.
- Designs, implements, and evaluates comprehensive programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.
- Designs, develops and implements compensation policies and programs that attract, retain and fairly compensate employees, adhere to applicable law and regulation, and align with agency goals.
- Provides strategic, administrative and professional consulting services in support of retirement planning.
- Assists agency in creating policies and supporting resources that outline employee conduct expectations, define misconduct, specify supervisory responsibilities, and establish appropriate protocols allowing employees to respond to allegations and develop resources conducive for ongoing communication between union and management or between management and non-labor organizations.
- Supports customer agencies in the process of receiving, responding to, and recording information related to employee inquiries, questions, concerns, complaints, or suggestions.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least ten years of experience successfully performing management consulting or related work, including five years leading and directing consulting projects, some of which were large and highly complex in nature.

## **EXECUTIVE COACH**

*Role:* The Executive Coach supports highly complex, difficult, and sensitive projects; engages with leaders at the most senior levels of an organization to help identify strengths and weaknesses and optimize individual and organizational performance. The Executive Coach must possess demonstrated knowledge and experience applying coaching and training methodologies and principles. An Executive Coach may perform, among other tasks, the following:

- Provides leadership coaching to executives in structured engagements designed to enhance performance.
- Provides organizational troubleshooting and problem resolution for leadership.
- Designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.
- Research training technologies, conducts analysis of curriculum to ensure training materials meet standards required, serves as project manager for contractor-developed courseware, and establishes and conducts the development process for interactive multimedia instructional products with the development team.
- Applies advanced techniques or methodologies to training delivery, curriculum development and project management.

*Qualifications:* Requires a minimum of a Master's degree and five (5) years relevant experience or a Bachelor's degree, and seven (7) years of experience, and ICF certification (or equivalent) at the PCCor MCC level. Coaches must demonstrate experience designing and implementing coaching engagements for senior level professionals and executives and must hold an advanced training certificate from an industry-recognized coach training school.

## **EXPERT**

*Role:* Provides high-level expertise and consultation on specialized strategic HR and general management issues. Leads and/or works on highly complex, difficult and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic area.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and at least twelve years of progressive experience. Relevant experience includes, but is not limited to, experience in supporting and/or leading large projects related to the individual's subject matter expertise. These senior personnel are renowned experts in their area of expertise.

## **MANAGING CONSULTANT/PROGRAM MANAGER**

*Role:* An FMP business and project leader for contracted FMP projects. Conceptualizes project goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including five to eight years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

## **MANAGING DIRECTOR**

*Role:* A senior FMP business leader for contracted FMP projects. Leads and authorizes negotiations; conceptualizes program goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

The Managing Director manages client facing consulting projects performed by multiple teams of professionals which span a broad range of HR and strategic disciplines. The Managing Director is considered a very high-level expert consultant in his or her professional field and may perform, among other tasks, the following:

- Oversees the creation, implementation, maintenance, and evaluation of comprehensive employee performance management practices, programs, and strategies that help managers distinguish performance and link individual performance to agency goals.
- Identifies strategic HR needs; defining HR and business function roles and accountabilities; establishing HR measures and performance metrics; developing/administering HR programs and policies; developing strategies for HR systems, tools, and technologies; and developing and implementing human capital strategic plans.
- Provides meaningful self-assessments of human capital strategy, services, and practices to improve return on investment, quality, and efficiency in the workplace.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including eight to ten years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

## **RESEARCH ANALYST**

*Role:* Provides project support services to more senior staff, including research, analysis, facilitation assistance, and document preparation.

*Qualifications:* Bachelor's degree (minimum High School Diploma) with one year work or internship experience that indicates possession of analytical, presentation, interpersonal, and verbal skills required to succeed as a consultant.

### **SENIOR CONSULTANT I/ PROJECT MANAGER I**

*Role:* Works on, leads, or manages moderately to highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; identifies and resolves project issues; ensures overall customer satisfaction; and supports planning for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least six years of experience successfully performing management consulting or related work, including two to three years leading and directing consulting projects, some of which were large and complex in nature.

### **SENIOR CONSULTANT II/ PROJECT MANAGER II**

*Role:* Manages complex, difficult, or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and supports planning for future projects. The SC II possesses strong and advanced generalist technical expertise to support a variety of human capital consulting projects and possesses increasing technical competency in a particular HR competency. The SC II may perform, among other tasks, the following:

- Works with clients to develop workforce plans that align with and optimize business unit strategies and resourcing needs and determining critical competencies through job analysis.
- Implements comprehensive programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.
- Provides comprehensive support to design, develop and implement compensation policies and programs that attract, retain and fairly compensate employees, adhere to applicable law and regulation, and align with agency goals. Provides strategic, administrative and professional consulting services in support of retirement planning.
- Assists agency in creating policies and supporting resources that outline employee conduct expectations, define misconduct, specify supervisory responsibilities, and establish appropriate protocols allowing employees to respond to allegations and develop resources conducive for ongoing communication between union and management or between management and non-labor organizations.
- Supports customer agencies in the process of receiving, responding to, and recording information related to employee inquiries, questions, concerns, complaints, or suggestions.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least seven years of experience successfully performing management consulting or related work, including three to five years leading and directing consulting projects, some of which were large and highly complex in nature.

### **SENIOR EXPERT**

*Role:* Provides high-level expertise and consultation on the integration of strategic HR and general management issues. Leads and/or works on highly complex, difficult, and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic areas.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and fifteen to twenty years of progressive experience. Relevant experience includes, but is not limited to, experience in leading major strategic management projects. These senior personnel are renowned experts in their areas of expertise and have extensive experience as leaders and senior executives.

\*FMP uses the standards described above as follows: Standards serve as a guide for deciding which staff to assign to which roles on a given project; standards represent general benchmarks, not absolute criteria. The overriding goal in assigning staff is to achieve the optimal mix of skills needed to ensure the project's success at the best price to the client. Whenever years of experience are referred to in these standards, it is understood that a Bachelor's degree in a relevant area of study is equivalent to five years of the described experience Master's Degree in a relevant area of study is equivalent to two years of the

described experience, and a Doctorate Degree in a relevant area of study is equivalent to four years of the described experience.

## **Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services**

### **COACH**

*Role:* Provides leadership coaching to emerging leaders and mid-level managers, in structured engagements designed to enhance leader performance. Supports complex, difficult, and sensitive projects; engages with leaders at mid to lower levels of an organization; designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.

*Qualifications:* Requires a minimum of a Master's degree and three (3) years relevant experience or a Bachelor's degree, and five (5) years of experience, and ICF certification (or equivalent) at the ACC level or above. Coaches must demonstrate experience designing and implementing coaching engagements for mid to senior level professionals, emerging leaders and first-time managers, and must hold an advanced training certificate from an industry-recognized coach training school.

### **CONSULTANT**

*Role:* Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans individual tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree). Entry level consultant with one year of experience successfully performing management consulting or related work.

### **CONSULTANT I**

*Role:* Performs consulting tasks (research, data analysis, interviewing, report-writing) while independently completing segments of projects. Plans project tasks and activities; assists more senior staff in the conduct of work; communicates with client and senior staff on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and at least two years of experience successfully performing management consulting or related work.

### **CONSULTANT II**

*Role:* Provides management advice and assistance to clients and performs consulting tasks (research, data analysis, interviewing, report-writing). Plans project tasks; monitors completion of tasks; tracks schedule and cost; coordinates project activities; directs/coordinates staff involved with project; coaches/assists staff with projects; ensures project meets contract requirements; and communicates with client on project status and results.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least three years of experience successfully performing management consulting or related work.

### **CONSULTANT III**

*Role:* Works on, leads, or manages consulting projects; provides technical advice, assistance and mentoring to clients and staff; directs/coordinates staff involved with project; coordinates project activities; reviews and approves deliverables; ensures project meets contract requirements; communicates with client on project status and results; and identifies and resolves project issues. Nurtures long-term client relationship.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least five years of experience successfully performing management consulting or related work, including one to two years leading and directing consulting projects, some of which were large and complex in nature.

### **ENGAGEMENT MANAGER**

*Role:* Leads highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; supports development of project goals and methodologies; assists with planning and acquiring necessary resources; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least ten years of experience successfully performing management consulting or related work, including five years leading and directing consulting projects, some of which were large and highly complex in nature.

### **EXECUTIVE COACH**

*Role:* Provides leadership coaching to executives in structured engagements designed to enhance performance. Supports highly complex, difficult, and sensitive projects; engages with leaders at the most senior levels of an organization; designs and delivers tailored coaching and organization development solutions for individuals and teams throughout an organization.

*Qualifications:* Requires a minimum of a Master's degree and five (5) years relevant experience or a Bachelor's degree, and seven (7) years of experience, and ICF certification (or equivalent) at the PCC or MCC level. Coaches must demonstrate experience designing and implementing coaching engagements for senior level professionals and executives and must hold an advanced training certificate from an industry-recognized coach training school.

### **EXPERT**

*Role:* Provides high-level expertise and consultation on specialized strategic HR and general management issues. Leads and/or works on highly complex, difficult and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic area.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and at least twelve years of progressive experience. Relevant experience includes, but is not limited to, experience in supporting and/or leading large projects related to the individual's subject matter expertise. These senior personnel are renowned experts in their area of expertise.

### **MANAGING CONSULTANT**

*Role:* An FMP business and project leader for contracted FMP projects. Conceptualizes project goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including five to eight years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

### **MANAGING DIRECTOR**

*Role:* A senior FMP business leader for contracted FMP projects. Leads and authorizes negotiations; conceptualizes program goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

*Qualifications:* Senior FMP business leader; advanced degree (minimum Bachelor's degree) with at

least twelve years of experience successfully performing management consulting or related work, including eight to ten years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

### **PROGRAM MANAGER**

*Role:* An FMP business and project leader for contracted FMP projects. Conceptualizes project goals and methodologies; plans and acquires necessary resources; assembles project team; facilitates effective communication within and across projects; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects. *Qualifications:* Advanced degree (minimum Bachelor's degree) with at least twelve years of experience successfully performing management consulting or related work, including five to eight years of experience leading and directing consulting projects, many of which were large and highly complex in nature.

### **PROJECT MANAGER I**

*Role:* Works on, leads, or manages moderately to highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; identifies and resolves project issues; ensures overall customer satisfaction; and supports planning for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least six years of experience successfully performing management consulting or related work, including two to three years leading and directing consulting projects, some of which were large and complex in nature.

### **PROJECT MANAGER II**

*Role:* Manages complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and supports planning for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least seven years of experience successfully performing management consulting or related work, including three to five years leading and directing consulting projects, some of which were large and highly complex in nature.

### **PROJECT MANAGER III**

*Role:* Leads highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; supports development of project goals and methodologies; assists with planning and acquiring necessary resources; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and identifies and plans for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least ten years of experience successfully performing management consulting or related work, including five years leading and directing consulting projects, some of which were large and highly complex in nature.

### **RESEARCH ANALYST**

*Role:* Provides project support services to more senior staff, including research, analysis, facilitation assistance and document preparation.

*Qualifications:* Bachelor's degree (minimum High School Diploma) with one year with work or internship experience that indicates possession of analytical, presentation, interpersonal and verbal skills required to succeed as a consultant.

### **SENIOR CONSULTANT I**

*Role:* Works on, leads, or manages moderately to highly complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; identifies and resolves project issues; ensures overall customer satisfaction; and supports planning for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least six years of experience successfully performing management consulting or related work, including two to three years leading and directing consulting projects, some of which were large and complex in nature.

### **SENIOR CONSULTANT II**

*Role:* Manages complex, difficult or sensitive consulting projects; provides expert advice, assistance and mentoring to clients and staff on specialized management topics; reviews and approves deliverables; ensures overall customer satisfaction; nurtures long-term client relationship; and supports planning for future projects.

*Qualifications:* Advanced degree (minimum Bachelor's degree) with at least seven years of experience successfully performing management consulting or related work, including three to five years leading and directing consulting projects, some of which were large and highly complex in nature.

### **SENIOR EXPERT**

*Role:* Provides high-level expertise and consultation on the integration of strategic HR and general management issues. Leads and/or works on highly complex, difficult and sensitive projects; conceptualizes project goals and management plans; produces or reviews substantive and complex documents reflecting detailed knowledge of topic areas.

*Qualifications:* Advanced degree (minimum Bachelor's degree) and fifteen to twenty years of progressive experience. Relevant experience includes, but is not limited to, experience in leading major strategic management projects. These senior personnel are renowned experts in their areas of expertise and have extensive experience as leaders and senior executives.

### **\*FMP uses the standards described above as follows:**

Whenever years of experience are referred to in these standards, it is understood that a Bachelor's degree in a relevant area of study is equivalent to five years of the described experience, a Master's degree in a relevant area of study is equivalent to two years of the described experience and a Doctorate Degree in a relevant area of study is equivalent to four years of the described experience.

## FMP GSA PRICE LIST

<b>IT LCAT GSA RATES</b>		
<b>Labor Category</b>	<b>10/3/22 - 10/2/23</b>	<b>10/3/23 - 10/2/24</b>
IT Consultant I	\$107.18	\$109.57
IT Consultant II	\$122.37	\$125.10
IT Consultant III	\$144.40	\$147.62
IT Support Specialist	\$89.31	\$91.30
Management Analyst	\$101.97	\$104.24
Project Manager	\$133.39	\$136.36
Quality Assurance Specialist	\$115.35	\$117.92
Senior IT Consultant	\$173.28	\$177.14
Senior IT Expert/Architect	\$236.19	\$241.45
Senior Project Manager	\$160.06	\$163.62
Senior Software Engineer/Designer	\$130.35	\$133.25
Software Engineer/Designer	\$108.33	\$110.74
<b>HR LCAT (ON-SITE) GSA RATES</b>		
<b>Labor Category</b>	<b>10/3/22 - 10/2/23</b>	<b>10/3/23 - 10/2/24</b>
Coach	\$310.86	\$317.78
Consultant	\$86.80	\$88.73
Consultant I	\$104.07	\$106.39
Consultant II	\$118.87	\$121.51
Consultant III	\$140.27	\$143.39
Engagement Mgr/ Project Manager III	\$174.98	\$178.87
Executive Coach	\$360.61	\$368.63
Expert	\$229.44	\$234.54
Managing Consultant/ Program Manager	\$192.64	\$196.92
Managing Director	\$209.69	\$214.36
Research Analyst	\$52.06	\$53.22
Senior Consultant I/ Project Manager I	\$153.37	\$156.78
Senior Consultant II/ Project Manager II	\$164.49	\$168.15
Senior Expert	\$275.32	\$281.44
<b>HR LCAT GOV'T (OFF-SITE) GSA RATES</b>		
<b>Labor Category</b>	<b>10/3/22 - 10/2/23</b>	<b>10/3/23 - 10/2/24</b>
Coach	\$255.03	\$260.71
Consultant	\$60.73	\$62.08
Consultant I	\$76.68	\$78.39
Consultant II	\$88.33	\$90.30
Consultant III	\$100.01	\$102.23
Engagement Mgr/ Project Manager III	N/A	N/A
Executive Coach	N/A	N/A
Expert	\$207.64	\$212.26
Managing Consultant/ Program Manager	\$146.12	\$149.37
Managing Director	N/A	N/A
Research Analyst	\$52.06	\$53.22
Senior Consultant I/ Project Manager I	\$108.05	\$110.46
Senior Consultant II/ Project Manager II	N/A	N/A
Senior Expert	\$230.97	\$236.12

<b>Management and Financial Consulting, Acquisition and Grants Management Support, and Business Program and Project Management Services</b>		
<b>Labor Category</b>	<b>10/3/22 - 10/2/23</b>	<b>10/3/23 - 10/2/24</b>
Coach	\$302.62	\$309.35
Consultant	\$85.98	\$87.89
Consultant I	\$103.07	\$105.37
Consultant II	\$117.73	\$120.35
Consultant III	\$138.93	\$142.02
Engagement Manager	\$178.22	\$182.18
Executive Coach	\$367.28	\$375.45
Expert	\$227.24	\$232.30
Managing Consultant	\$190.79	\$195.04
Managing Director	\$213.58	\$218.33
Program Manager	\$190.79	\$195.04
Project Manager I	\$151.89	\$155.27
Project Manager II	\$167.54	\$171.27
Project Manager III	\$178.22	\$182.18
Research Analyst	\$51.56	\$52.71
Senior Consultant I	\$151.89	\$155.27
Senior Consultant II	\$167.54	\$171.27
Senior Expert	\$272.68	\$278.74

**Training Courses Pricelist – Price per Course**

<b>Course Title</b>	<b>Course Length</b>	<b>In Person - GSA Price</b>	<b>Virtual – GSA Price</b>
Managing Change for Managers	4 hours	\$2,931.99	\$4,222.07
Thriving Through Transition	4 hours	\$2,931.99	\$3,518.39
Difficult Conversations	4 hours	\$2,931.99	\$3,518.39
Diversity & Inclusion for HR Professionals	2 hours	\$1,954.66	\$2,345.59
Gender Identity in the Workplace	2.5 hours	\$1,954.66	\$2,345.59
Microaggressions Workshop	2 hours	\$1,954.66	\$2,345.59
	4 hours	\$2,931.99	\$3,518.39
Navigating Bias in Performance Management	2 hours	\$1,954.66	\$2,345.59
Power Dynamics	2 hours	\$1,954.66	\$2,345.59
Radical Candor	1 hour	\$1,954.66	\$2,345.59
Conducting Career Development Conversations	1 hour	\$1,954.66	\$2,345.59
Connecting with Your Career	4 hours	\$2,931.99	\$4,546.93
Feedback 101	3 hours	\$2,931.99	\$3,518.39
Motivation and Employee Engagement	4 hours	\$2,931.99	\$3,518.39
Principled Negotiation	4 hours	\$2,931.99	\$3,518.39
Project Management	1 day	\$5,130.98	\$8,246.22
Self-Assessment Writing Workshop	4 hours	\$3,111.74	\$3,734.09
Time Management Workshop	1 day	\$5,130.98	\$6,596.98
Facilitation Skills	1 day	\$5,130.98	\$6,596.98
High-Impact Presentation Skills	1 day	\$5,863.28	\$6,596.98

Course Title	Course Length	In Person - GSA Price	Virtual – GSA Price
Leading Effective Meetings	4 hours	\$2,931.99	\$3,518.39
Advanced Coaching Skills	4 hours	\$2,931.99	\$3,518.39
Five Behaviors of a Cohesive Team	4 hours	\$2,931.99	\$3,518.39
	1 day	\$5,685.79	\$6,596.98
Introduction to Coaching Direct Reports	1 day	\$5,283.60	\$6,596.98
Leading Virtual Teams	1 day	\$5,130.98	\$6,596.98
Managing Conflict	4 hours	\$2,931.99	\$3,518.39
The Work of Leaders	3 days	\$13,193.95	\$15,832.75

## Training Course Descriptions

### Change Management

#### [Managing Change for Managers](#)

**Duration:** 4 hours

**Audience Level:** Leadership

**Description:** When organizational change occurs, managers are usually tasked with successfully implementing the change while also managing the impact it has on their employees. While this can be extremely challenging, with the right tools, managers can successfully balance these priorities.

**Objectives - by the end of this course, participants will be able to:**

- Articulate the process and impact of change on people and performance
- Identify and manage the stress that often accompanies change
- Understand their role in managing change
- Implement strategies for increasing adaptive capacity within themselves and their teams
- Successfully lead conversations about change

**Minimum Number of Participants: 5**

**Maximum Number of Participants: 25**

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- PowerPoint Slides
- Participant Guide

#### [Thriving Through Transition](#)

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** We live in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world where change is exponentially more difficult for people to manage. Organizations need a structured approach for navigating ongoing VUCA change. Mobilizing workforce with 21<sup>st</sup> century skills like emotional intelligence, agility and creative thinking enable organizations to not just survive but thrive over time. In this course, we review proven strategies and tactics to effectively lead change across diverse stakeholders. Integrated throughout the technical process are personal resilience techniques to positively impact how people manage stress and influence others in the experience of change. The teachings are applicable to any type of organization (i.e., public, private, community-based) and for any type of change challenge (i.e., process, technology, culture). Students will grasp concepts through introspection, group discussion and experiential practice in concert with direct application to their current work. Additionally, this course satisfies requirements for earning or renewing [Certified Change](#)

[Management Professional™ \(CCMP™\)](#) – a globally recognized credential established by the [Association of Change Management Professionals® \(ACMP®\)](#).

**Objectives – by the end of this course, participants will be able to:**

- Understand the fundamentals of Organizational Change Management (OCM)
- Use a structured process to assess, plan and implement challenging business change
- Develop strategies, plans and tactics to support people in adopting change
- Refine communication skills to engage and influence stakeholders
- Adapt and customize your approach to maximize buy-in and results
- Design governance and coaching to support leaders in their role of leading
- Increase personal change readiness, agility and resilience
- Measure change success to realize benefits
- Develop capacity for continuous change performance

**Minimum Number of Participants: 5**

**Maximum Number of Participants: 25**

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

#### Difficult Conversations

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** Difficult Conversations is a course that prepares participants to constructively and effectively manage difficult conversations in the workspace. Difficult conversations can be defined as conversations where there are competing points of view, when there are strong emotional currents or people feel as though their identities are at stake, or when multiple people have contributed to the issue in different ways. In particular, dealing with conflict or tension between employees of diverse backgrounds can be especially challenging. This course encourages participants to think candidly about what types of conversation they struggle with. Additionally, participants learn to dissect the facets that make up a difficult conversation and develop skillset around hearing new perspectives and delivering effective feedback. This is a highly interactive course, with many opportunities for participants to share their experiences and to practice their new skills.

**Objectives – by the end of the course, participants will be able to:**

- Identify what situations tend to lead to difficult conversations
- Explore how conversations between diverse employees create unique challenges
- Identify and describe the different components of a difficult conversation
- Engage and practice effective listening and feedback practices to minimize the risk inherent in a difficult conversation

**Minimum Number of Participants: 5**

**Maximum Number of Participants: 25**

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Difficult Conversations

## Diversity & Inclusion for HR Professionals

**Duration:** 2 hours

**Audience Level:** HR Professionals

**Description:** A diverse workplace hires and retains employees with a wide variety of identities and backgrounds, while an inclusive workplace actively works to ensure all its employees feel safe, empowered, represented, and welcome. Both diversity and inclusion are critical components of a thriving organization. This training course introduces participants to the concepts of diversity and inclusion in the workplace, explains why diversity and inclusion are important aspects of business, and makes the connection between Diversity and Inclusion (D&I) strategic plans and human resources.

**Objectives – by the end of the course, participants will be able to:**

- Describe the nature and goals of D&I programs in the workplace
- Explain the high-level business case for D&I
- Explain what a D&I strategic plan is and HR's participation in it
- Describe several examples of D&I initiatives, including their key features and their relationship to HR

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Diversity & Inclusion for HR Professionals

## Gender Identity in the Workplace

**Duration:** 2.5 hours

**Audience Level:** Employee

**Description:** The goal of this workshop is to highlight a gender-related conversation: the experiences of transgender and nonbinary employees. These conversations have been common in the news over the past several years, but most organizations have not given critical thought to how they can support their gender-diverse employees. One of the primary drivers of this inaction is a lack of understanding. Gender diversity is a fast-evolving conversation that is still very much in its infancy. As individuals learn new ways to describe their identities and advocate for themselves, well-educated organizations are best positioned to be active participants in that conversation and to lead their industries in cultivating inclusive environments that support employees and drive performance. The course covers understanding gender identity, common topics in gender identity, and leading gender inclusive initiatives.

**Objectives – by the end of the course, participants will be able to:**

- Understand the experiences, needs, and priorities of gender diverse employees
- Guide and support employees with questions about gender diversity from a place of knowledge and confidence
- Make informed program and policy decisions about the organization's approach to gender inclusivity
- Boost organizational performance and business outcomes by empowering gender diverse employees to thrive at work

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Terminology Matching

## Microaggressions Workshop

**Duration:** 2 or 4 hours

**Audience Level:** Leadership or Employee

**Description:** This course introduces participants to the concept of microaggressions – small acts of unintentional discrimination and prejudice that occur throughout daily life – and the impact they have on people with marginalized identities. Participants will learn common indicators of microaggressions, experience how microaggressions have a cascading impact on health and productivity, and practice tools and strategies for preventing and addressing microaggressions in the workplace. The workshop emphasizes practical application and remains sensitive to the complex relationships and dynamics that exist in a professional environment. Activities focus on building empathy and understanding of microaggressions and offer participants the chance to brainstorm strategies for handling microaggressions in socially or professional complex situations. Some familiarity with unconscious biases is recommended prior to taking this course.

**Objectives – by the end of this course, participants will be able to:**

- Describe what microaggressions are and the role they play in discrimination and marginalization
- Recognize the major demographic markers that render individuals vulnerable to microaggressions
- Describe the short, mid, and long-term impact that microaggressions can have on victims
- Discuss and practice behaviors that minimize the risk of committing microaggressions against marginalized persons
- Discuss and practice behaviors that mitigate the harm caused by microaggressions
- Describe strategies to address witnessed microaggressions in both personal and professional environments

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 20

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Identifying Microaggressions

## Navigating Bias in Performance Management

**Duration:** 2 hours

**Audience Level:** Leadership

**Description:** This workshop equips participants with tools and strategies for navigating the influence of bias on performance management and evaluation processes. The workshop explores the various ways bias can impede employee performance, including challenging team dynamics, narrow visions of cultural “fit,” and imbalanced accountability practices. With a particular focus on 1:1 performance conversations between managers and their employees, this workshop equips managers and supervisors with the skills necessary to openly explore root causes of performance challenges, engage in equitable, collaborative development plans with employees, and expand their understanding of how employees can contribute to team and organizational culture and operations.

**Objectives – by the end of this course, participants will be able to:**

- Describe common intersections of performance and marginalization
- Conduct collaborative conversations with marginalized employees to establish shared understanding of the full scope of their experiences
- Incorporate awareness of bias and its impacts to root cause analysis of performance challenges and accountability plans
- Draft performance improvement action plans that incorporate strategies for addressing bias

**Minimum Number of Participants:** 5

**Maximum Number of Participants: 25**

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Identifying Biases in Team Dynamics
- Handout: Strategies for Minimizing Bias in Performance Management

### Power Dynamics

**Duration:** 2 hours

**Audience Level:** Employee

**Description:** This course covers a nuanced exploration of one of the most complex and critical interpersonal mechanisms integral to D&I practice: power dynamics. Starting with an overview of what power is and how power dynamics shape and influence social and professional interactions, participants will explore both common and unexpected kinds of power dynamics. Following the introduction, participants will learn more about the frequent intersections of power dynamics with different cognitive biases and use this content to generate discussion about how unhealthy or destructive power dynamics contribute to cultural, professional, and social systems of oppression. The second half of the course breaks down the emotional drivers behind why and how we seek power, and concludes by introducing a perspective shift to seeking safety through trust rather than control. The course integrates concepts like Servant Leadership as positive models for negotiating power dynamics collaboratively and transparently. Participants will gain valuable skills for recognizing power dynamics in the wild and both proactively and correctively bringing more intention, compassion, and awareness into their own relationships with power.

**Objectives – by the end of this course, participants will be able to:**

- Define the concepts of power and power dynamics
- Understand how power dynamics manifest and impact interpersonal environments
- Identify intersections of power dynamics and cognitive biases
- Identify the emotional drivers behind why we seek power and control
- Use the “safety through trust” model to practice power on purpose

**Minimum Number of Participants: 5**

**Maximum Number of Participants: 25**

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Radical Candor

**Duration:** 1 hour

**Audience Level:** Leadership

**Description:** Radical Candor describes an approach to honesty that prioritizes compassion and transparency. Based off the best-selling book by Kim Scott, this course teaches participants how to infuse their employee meetings with trust, growth, and collaboration. Participants learn about how feedback styles fall at a point along two axes: Caring Personally and Challenging Directly. Participants learn about the four different feedback styles and have the opportunity to self-assess where their own style tends to fall. Having established this foundation, participants then learn best practices for receiving, giving, and encouraging guidance between themselves and their employees. Participants wrap up the course by identifying useful resources to support their practice of radical candor moving forward.

**Objectives – by the end of this course, participants will be able to:**

- Identify the four feedback styles: Obnoxious Aggression, Manipulative Insecurity, Ruinous Empathy, and Radical Candor
- Accurately define Radical Candor and identify its core characteristics
- Give and receive guidance in a format that encourages radical candor from all participants
- Identify action steps for incorporating radical candor into their work relationships

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Radical Candor

Employee/Career Development

### Conducting Career Development Conversations

**Duration:** 1 hour

**Audience Level:** Leadership

**Description:** Career development, much like performance management, is one of those activities that we tend to bottle up all year long in favor of one long conversation at the end of the year (if it happens at all!). But what if you had 2, 30-minute or 4, 15-minute conversations throughout the year instead of 1 60-minute conversation? This rhythm has been shown to increase engagement, improve motivation, and lead to meaningful career progress. This course will help participants get started with initiating career conversations.

**Objectives – by the end of this course, participants will be able to:**

- The difference between the career ladder concept and the career rock wall concept
- How to cultivate insight through questions that promote hindsight and foresight
- Tools to help you facilitate effective and thoughtful career conversations
- Approaches to career development that go beyond training

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Connecting with Your Career

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** For most people, taking responsibility for your own career development can feel overwhelming, but fear not! In this course, you'll learn about a variety of career development theories, and discuss how to apply them to support your own career growth. You'll also have the opportunity to take the Strong Interest Inventory®, a well-established interest inventory used in career assessments. Your Strong Interest Inventory® Report can help identify characteristics of your desired job, as well as provide guidance around career development to help you attain the job you want.

**Objectives – by the end of this course, participants will be able to:**

- Understand the different aspects of career development, including the ABC Model for Self-Reflection and Feedback Questions
- Interpret their level of interest in each of the six General Occupational Themes on the Strong Interest Inventory® Report

- Develop growth goals to advance their career
- Minimum Number of Participants:** 5  
**Maximum Number of Participants:** 25  
**Course Materials Provided:**
- PowerPoint Slides
  - Participant Guide
  - Strong Interest Inventory® Report

### Feedback 101

**Duration:** 3 hours

**Audience Level:** Employee

**Description:** Giving and receiving feedback is an integral part of self and peer development. During this course, participants will learn how to define, recognize, receive, react to, deliver, and follow up on feedback. This engaging, interactive training covers common feedback errors as well as best practice and tips and techniques for both receiving and administering feedback.

**Objectives – by the end of this course, participants will be able to:**

- Describe the feedback culture at our organization
- Employ strategies to overcome personal barriers to providing and receiving feedback
- Solicit feedback from peers, project managers, and leaders
- Provide timely, high quality feedback in a variety of contexts

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Motivation and Employee Engagement

**Duration:** 4 hours

**Audience Level:** Leadership

**Description:** Employee engagement describes the heightened connection between employees and their work, their organization, or the people they work for or with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them. Having engaged employees boosts your team’s productivity and organization’s effectiveness, leading to better business outcomes in support of your mission.

During this course, you will consider your role in engaging and motivating employees at your organization and identify an action plan to maximize engagement and motivation. For those in a supervisory role, you will consider how this affects your direct reports. For those in an aspiring supervisory role, you will consider how engagement and motivation affects your work unit as whole.

**Objectives – by the end of this course, participants will be able to:**

- Define employee engagement and describe the importance/impact of an engaged workforce
- Define motivation and explain the difference between intrinsic and extrinsic motivation
- Design a plan to engage direct reports in the workplace

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

## Principled Negotiation

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** Principled Negotiation is a course that prepares participants to engage in negotiation tactics that are effective, constructive, and principled. Participants will learn about the fundamentals of what differentiates principled negotiation from other types of negotiation. Additionally, participants will learn to apply principled negotiation techniques to planning and conducting all types of negotiation, a practice that will improve those negotiations' outcomes across the board. Finally, participants will receive a detailed look at the process of negotiating and receive plenty of interactive time to share thoughts and try out new skills and techniques.

**Objectives – by the end of this course, participants will be able to:**

- To provide participants with a principled negotiation framework which:
  - Is reliable, systematic and produces consistent results
  - Provides guidance for the planning and conducting negotiations of all kinds
  - Provides the opportunity to enhance the outcomes of all negotiation processes
- To provide participants with the opportunity to:
  - Identify the elements of a good outcome to a negotiation
  - Apply those elements in preparing for a negotiation
  - Identify the steps to be taken, prior to and during negotiation
  - Practice these processes in a safe, encouraging environment

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

## Project Management

**Duration:** 1 day

**Audience Level:** Employee

**Description:** This program is designed to teach individuals how to complete projects efficiently and successfully using proven methodologies and best practices. The course introduces project management then explains the various phases of project management which includes planning, scheduling, implementation, and closure. Participants work through the participant guide to reinforce topics covered and solve real world problems via a case study.

**Objectives – by the end of this course, participants will be able to:**

- Define project management and the skills for doing it effectively
- Explain a basic project lifecycle and apply it to practical situations
- Utilize tools and resources to navigate the project lifecycle
- Share best practices with colleagues to build more institutional knowledge around project management

**Minimum Number of Participants:** 15

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Self-Assessment Writing Workshop

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** The Self-Assessment Workshop is a practical skills class designed to teach participants the key components of writing strong self-assessments. The course provides context for why self-assessments are important contributors to the performance management process. It situates self-assessments at the intersection of organizational strategy, personal objectives, and past performance – a positioning that clearly communicates the value of self-assessments. Participants learn what data is useful for self-assessments and tools for tracking their performance over time. Finally, the course introduces participants to several frameworks for writing strong self-assessments and provides opportunities to practice each framework and receive feedback.

**Objectives – by the end of this course, participants will be able to:**

- Share knowledge and best practices for writing self-assessments
- Provide clarification around the expectations for the year-end self-assessment
- Begin outlining their self-assessment using a structured methodology
- Understand how to use job aids and worksheets to structure self-assessments

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 24

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Self-Assessment

### Time Management Workshop

**Duration:** 1 day

**Audience Level:** Employee

**Description:** In a modern workplace where the average person encounters one interruption every eight minutes, time management is a critical skill for success. At the heart of effective time management is prioritization – placing your time and attention on the right things to achieve maximum effectiveness. This highly interactive workshop will help you take control of your schedule, prioritize your work, decrease distractions, and increase your ability to manage your professional life more effectively.

**Objectives – by the end of this course, participants will be able to:**

- Apply the five-step time management process to increase effectiveness
- Implement strategies to effectively manage time and work responsibilities
- Identify areas for continued improvement in time management

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

## Facilitation and Presentation Skills

### Facilitation Skills

**Duration:** 1 day

**Audience Level:** Employee

#### Description

To be effective in the modern workplace, leaders must become adept at facilitation in a variety of contexts. From one-on-one to large groups, from meetings to workshops, leaders must be able to guide groups to make decisions, to take action, and to learn. In this highly interactive course, you will build your facilitation toolbox with practical, time-tested approaches for workplace facilitation.

#### Learning Objectives

At the end of this course, participants will be able to:

- Describe the different contexts for facilitation and the most effective approaches to use in each context
- Hold meaningful one-on-one conversations with employees to facilitate performance and professional development
- Conduct effective meetings by building a clear agenda and managing the group to accomplish the stated goals in the allotted time
- Implement various engagement strategies to keep workshop participants focused and motivated during workshops

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

#### Course Materials Provided:

- PowerPoint Slides
- Participant Guide

### High-Impact Presentation Skills

**Duration:** 1 day

**Audience Level:** Employee

**Description:** The goal of this course is to provide participants with information, guidance, tools, and resources to develop powerful briefings and effective oral presentation skills in a forum that allows for active participation and practice. Participants will be able to consistently deliver effective and tailored briefings to a variety of audiences and ensuring that messages are heard, decisions are made, and change is implemented. Participants will learn how to plan for, develop, and present high-impact presentations.

#### Objectives – by the end of this course, participants will be able to:

- Design presentations that inform, persuade, and entertain an audience
- Speak effectively in a variety of situations
- Use presentational tools and techniques to keep audiences engaged

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

#### Course Materials Provided:

- PowerPoint Slides
- Participant Guide

### Leading Effective Meetings

**Duration:** 4 hours

**Audience Level:** Employee

**Description:** This Leading Effective Meetings course is intended to provide participants with exercises, tools, and tips to successfully lead meetings in the workplace. Participants will be led through the stages of effective meetings, from planning the meeting by identifying objectives and expectations, to conducting the meeting, to closing out the meeting with effective requests and agreements. The course will also cover effective follow-up tactics and evaluation techniques so that facilitators can continue to improve their skills in the workplace.

**Objectives – by the end of this course, participants will be able to:**

- Explain the critical success factors of effective meetings and the steps necessary to manage those components
- Explain the roles and responsibilities involved in facilitating effective meetings
- List the different purposes for meetings and their impact on meeting planning and execution
- Produce a complete plan for facilitating an effective meeting

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Management and Leadership

#### Advanced Coaching Skills

**Duration:** 4 hours

**Audience Level:** Leadership

**Description:** During this course, participants will discuss their most difficult coaching challenges, and work on developing strategies to overcome them. This highly interactive, discussion-based course will focus on applying best practices and key coaching strategies to real-life scenarios that participants have or are currently encountering in their work, including methods for building trust and the framework for having Fierce Conversations.

**Objectives – by the end of this course, participants will be able to:**

- Describe the process and distinctions of trust
- Identify concrete actions supervisors can take to establish and maintain trust in their teams
- Reflect on personal biases and their impact on difficult coaching situations
- Utilize strategies to dissect coaching challenges
- Describe two conditions for safety in coaching conversations

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

### Five Behaviors of a Cohesive Team

**Duration:** 1 day and 1/2-day offerings

**Audience Level:** Leadership

**Description:** The Five Behaviors of a Cohesive Team workshop for team leaders provides an in-depth understanding of the model and techniques for applying the theory to help participants lead more effectively. Grounded in the work of Patrick Lencioni, these best practices and methodologies have been tested and proven in private and public-sector organizations across the country. Through several modules, participants learn how to trust and be vulnerable, embrace positive conflict, commit to team values and goals, hold team members accountable for their actions, and focus on team results. The course provides learners with actionable steps and techniques to take with them and implement with their teams.

**Objectives – by the end of this course, participants will be able to:**

- Explain the key components of the Five Behaviors model
- Describe the term “vulnerability-based trust”
- State the reasons that the Fundamental Attribution Error can undermine teamwork
- Describe the leader’s role in establishing and maintaining trust, generating commitment, fostering accountability, and helping a team focus on results
- Reflect on a personal comfort level with conflict and how it impacts a team
- Explain the conflict resolution model
- Synthesize strategies for handling team conflict
- Explain why buy-in and clarity are essential for team members
- Describe two tools for clarifying and communicating team decisions
- Explain why team members often have difficulty holding one another accountable
- Analyze how distractions can keep teams from focusing on collective results
- Explain how to establish and use a scoreboard to track team progress

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide
- Handout: Team Assessments
- Handout: Behavior Profiles

### Introduction to Coaching Direct Reports

**Duration:** 1 day

**Audience Level:** Leadership

**Description:** Coaching is critical in helping employees succeed. This one-day course introduces participants to the fundamentals of coaching. Participants will learn effective strategies for active listening and asking powerful questions, and also cover best practices and instructions on providing effective feedback. Throughout the course, participants will engage in discussions and activities designed to encourage application and practice of key concepts.

**Objectives – by the end of this course, participants will be able to:**

- Explain the key concepts of coaching direct reports
- Demonstrate effective listening skills for understanding
- Apply the two different Models to coaching direct reports
- Use the tools and resources to have high-quality feedback conversations with direct reports

**Minimum Number of Participants:** 5

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

**Leading Virtual Teams****Duration:** 1 day**Audience Level:** Leadership

**Description:** Recently published reports indicate that 39% of all Federal Government employees are taking advantage of telework arrangements, and 45% of Federal Government employees are eligible to telework. Yet, 22% of agencies report that the largest barrier to telework participation is management resistance. In this highly interactive workshop, those overseeing the work of virtual teams will learn invaluable skills for improving communication, supporting collaboration, and increasing productivity among remote employees. Participants will leave with a toolkit of best practices to overcome the challenges of leading and managing virtual teams.

**Objectives – by the end of this course, participants will be able to:**

- Establish and clearly communicate work processes, with specific expectations about who does what, and when
- Strategically leverage technology to enhance team cohesion and improve team collaboration
- Employ creative strategies for team building, building empathy, and enhancing trust within a virtual team
- Clarify and track commitments to ensure team accountability

**Minimum Number of Participants:** 5**Maximum Number of Participants:** 25**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

**Managing Conflict****Duration:** 4 hours**Audience Level:** Leadership

**Description:** Supervisors may encounter a variety of difficult conversations and conflict throughout their career. A difficult conversation is anything you do not want to talk about where the stakes are high, emotions surface, opinions differ, and your anxiety level rises. Your first instinct may be to avoid the situation, but by addressing the difficult situation head on and recognizing and regulating the emotions of those involved, you can focus on solutions. Participants will walk out of this course with practical tools to help you prepare for and conduct difficult conversations, resulting in more collaborative discussions.

**Objectives – by the end of this course, participants will be able to:**

- Differentiate between productive and unproductive conflict
- Identify personal triggers and strategies for self-management in order to prevent and/or manage conflict more effectively
- Use conflict mode distinctions to identify your 'go to' conflict mode and the conflict mode of others, facilitating a more flexible approach to managing conflict
- Use effective advocacy and inquiry to share your thinking and better understand others' perspectives

**Minimum Number of Participants:** 5**Maximum Number of Participants:** 25**Course Materials Provided:**

- PowerPoint Slides
- Participant Guide

## The Work of Leaders

**Duration:** 3 days

**Audience Level:** Leadership

**Description:** This three-session program is designed to cultivate leaders who foster self-awareness in employees, share information with all levels of the organization, and practice servant leadership. The first session is all about creating a vision and how it impacts the work of a leader and their employees, and discusses the Courage, Authenticity, Service, Truthfulness, Respect, and Effectiveness (CASTRE) principles of leadership. Participants learn about cognitive leadership in the second session, building off of the first session learning on vision and discussing how alignment is critical to a successful vision and the leader's role in creating aligned teams. The final session focuses on the overall importance of execution as a component of leadership. The last session also includes a simulation that provides a real-world experience for participants to practice what they learned. This is followed up with a 30-minute individual coaching de-brief to discuss participants strengths and development areas based on observations in the simulation.

**Objectives – by the end of this course, participants will be able to:**

- Define values-based leadership
- Create a personal vision to inspire and guide your work
- Relate personal vision to organization's goals
- Assess strengths and challenges with best practices for vision-setting
- Explain values of highly successful leaders
- Practice incorporating values into daily leadership practice
- Define cognitive leadership
- Articulate the importance of building alignment in teams
- Connect crafting a vision to building alignment
- Assess personal strengths and challenges for building alignment
- Understand and apply techniques for effective team and individual communication
- Apply storytelling strategies to communicating a vision
- Connect Change Leadership best practices to VAE leadership
- Define servant leadership
- Apply best practices from previous sessions to realistic day-to-day scenarios
- Generate momentum within the team by showing a clear path of execution
- Develop strategies to capitalize on strengths and challenges
- Apply course corrections during project execution, when necessary

**Minimum Number of Participants:** 15

**Maximum Number of Participants:** 25

**Course Materials Provided:**

- PowerPoint Slides
  - Participant Guide
  - Work as Leaders Assessment
-