Course Catalog

Business Management Research Associates, Inc.

publications@bmra.com

9817 Godwin Dr, Suite 202
Manassas, VA 20110

(703) 691-0868

Mission: BMRA strives to provide high-quality, flexible, custom training content and consulting to government and industry partners so that they may realize immediate increased efficiency, scalability, and performance for their employees.

We offer more than 130 up-to-date training courses designed by credible subject matter experts. Contact us at businessdevelopment@bmra.com or reference www.bmra.com for more information.

Business Management Research Associates, Inc. (BMRA)

Phone: 703.691.0868

9817 Godwin Drive, Suite 202 Manassas, VA 20110

https://www.bmra.com/

© 2020 Business Management Research Associates, Inc.

All Rights Reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means without the prior written permission of the publisher.

Government materials, information for public domain, and third-party materials do not fall under the BMRA copyright.

BMRA is a **service-disabled, veteran-owned small business** with over 45 years of experience in acquisition, program/project management, and leadership training and consulting. Our customers include Federal agencies, state and local governments, and private industry both domestically and overseas. BMRA has a fully staffed support office in Manassas, VA, with easy access to all Federal agencies in the Washington, DC and Baltimore, MD metropolitan regions.

BMRA's quality courses, instructors, and consultants are responsible for advancing the careers of more than **200,000** government and industry employees. We enable the rapid adoption of workplace standards and practices, countless hours of increased productivity, and decreased workplace errors. BMRA's history is grounded in the continuous improvement of government processes and people. Our founder, Donald E. Sowle, was a member of the Commission on Government Procurement, a panel giving rise to the Federal Acquisition Regulation, and served as Administrator of the Office of Federal Procurement Policy from 1981 - 84. Decades later, we continue to improve workplace processes by delivering timely, customized content, training, and targeted consulting. Our goal is to meet the ever-evolving workforce training needs of those who serve and contribute to the public trust.

Company Name	**Business Management Research Associates, Inc. (BMRA)**
Mailing Address/Remit to	**9817 Godwin Dr. Ste. 202 Manassas, VA 20110**
Company Website	**www.bmra.com**
Phone Number	**703.691.0868**
Fax Number	**703.691.2731**
GSA PSS Number	**GS-02F-0185N**
Federal Tax ID Number	**54-0943738**
VA Tax ID Number	**001126566-9**
DUNS Number	**077817385**
CAGE Code	**2M984**
System for Award Management	**Active**
NAICS Codes	**611430:** Professional and Management Development Training **541611:** Administrative Management & General Management Consulting Services
Company Size	Small Business
Company Business Type	**SDVOSB**
Primary Authorized Contact	**Gray K. Coyner**, CEO gcoyner@bmra.com
Secondary Authorized Contact	**Betty Cona**, Business Development Manager bcona@bmra.com

Your mission is our mission:

At BMRA, we understand technical courses can be tough to take. Dry content and unrealistic scenarios can make for challenging courses with little connection to your workplace or position. That is why we pride ourselves on working with acquisition business professionals at all levels, and other subject matter experts from our agency clients to bring you content that is relevant and directly applicable to your job and performance. We strive to find instructors, facilitators, and consultants who have personal, in-depth knowledge of your agency and sometimes, your department. These folks speak the language and are able to craft the content, so it is driven home in your performance back in the office.

Not all training vendors will go the extra step to marry subject matter expertise with agency - centric knowledge. At BMRA, *it is our signature*. We truly believe better courses that enable you to "see" the application of the knowledge as it relates directly to your function ensure the highest performance results from training.

We look forward to learning more about your needs and how we can help.

For more information, please contact us at businessdevelopment@bmra.com.

Table of Contents

Contracting Courses 1

FAC-C Courses 1

FAC-C Certification Roadmap 2

CON 091: Contract Fundamentals 3

CON 100: Shaping Smart Business Arrangements 4

CON 121: Contract Planning 5

CON 124: Contract Execution 6

CON 127: Contract Management 7

CON 170: Fundamentals of Cost and Price Analysis 8

CON 200: Business Decisions for Contracting 9

CON 216: Legal Considerations in Contracting 10

CON 243: Architect-Engineering Services Contracting 11

CON 244: Construction Contracting 12

CON 260: Small Business Contracting 13

CON 270: Intermediate Cost and Price Analysis 14

CON 280: Source Selection and Acquisition of Service Contracts 15

CON 290: Contract Administration and Negotiation Techniques in a Supply Environment 16

CON 360: Contracting for Decision Makers 17

ACQ 265: Mission-Focused Services Acquisition 18

ACQ 370: Acquisition Law 19

FAC-COR Courses 20

FAC-COR Certification Roadmap 20

COR I: Basic 21

COR II: Intermediate 22

COR III: Advanced 23

COR Refresher 24

Advanced COR Refresher 25

Contracting Electives 26

Acquisition of Commercial Items 27

Acquisition Planning 28
Agile Contracting 29
Appropriations Law (2 Day) 30
Appropriations Law (3 or 4 Day) 31
Appropriations Law Refresher 32
Bid Proposal Evaluation Process 33
Business Writing for Contracting Officers 34
Changes Under Federal Government Contracts 35
Conducting Technical Evaluations 36
Construction Claims 37
Contract Administration 38
Contract Claims 39
Contract Closeout 40
Contract Disputes and Terminations 41
Contract Terminations 42
Contracting for Best Value 43
Cost and Price Analysis 44
Cost Estimating 45
Cost Realism 46
Cost and Price Realism 47
Cost Reimbursement 48
CPARS for the Acquisition Workforce 49
Cybersecurity for Contracting Professionals 50
Developing an Independent Government Cost Estimate 51
Emergency Contracting 52
Equitable Adjustments in Federal Government Contracts 53
Ethics in Contracting 54
FAR Overview 55
FAR Part 8: Advanced Issues in Multiple Award Schedules 56
FAR Part 8: Governmentwide Acquisition Contracts and Source Selection 57
FAR Refresher 58
High Performing Teamwork for the Acquisition Workforce 59
Incentive Contracting 60

Independent Cost Estimate 61
Intermediate Quality Assurance and Risk Management 62
Managerial Decision Making and Problem Solving for Acquisition Teams 63
Managing Multiple Priorities for the Acquisition Environment 64
Market Research 65
Monitoring and Documenting Contractor Performance 66
Negotiation Techniques 67
Performance-Based Service Acquisition 68
Performance-Based Statements of Work 69
Risk Management in Acquisitions 70
Roles and Responsibilities for Non-Contract Specialists 71
Scope of Services 72
Sealed Bidding 73
Services Contract Law Statute 74
Simplified Acquisition Procedures (Basic) 75
Simplified Acquisition Procedures (Advanced) 76
Simplified Acquisition Procedures Refresher 77
Source Evaluation and Selection (Basic) 78
Source Evaluation and Selection (Advanced) 79
Source Evaluation and Selection (Best Value) 80
Category Management 81
Task Order Contracting 82
Types of Contracts 83
Understanding Protests 84
Writing Statements of Work 85
Project and Program Management Courses 86
FAC-P/PM 86
FAC-P/PM Certification Roadmap 87
FPM 121: Acquisition Fundamentals of Project and Program Management 88
FPM 131: Fundamentals of Project and Program Management 89
FPM 132: Fundamentals of Contracting 90
FPM 133: Fundamentals of Business, Cost, and Financial Management 91
FPM 134: Fundamentals of Leading Projects and Programs 92

FPM 231: Applications in Project and Program Management 93
FPM 232: Applications in Contracting 94
FPM 233: Applications in Business, Cost, and Financial Management 95
FPM 234: Applications in Project Management 96
FPM 331: Progressive Concepts in Program Management 97
FPM 332: Progressive Contracting Strategies for Programs 98
FPM 333: Progressive Business, Cost, and Financial Management 99
FPM 334: Progressive Leadership in Program Management 100
FPM 418: Project Management for Contracting Professionals 101
FPM 432: Agile Project Management for the Federal Environment 102
FPM 511: Managing IT Projects 103
FPM 512: IT Management, Security, and Performance Assurance 104
FPM 513: IT Infrastructure and Architectural Design 105
Program and Project Management Electives 106
Essentials of Project Management for the Non-Project Manager 107
Information Technology Acquisitions 108
Introduction to the Acquisition of Agile Services 109
Introduction to Project Management 110
Making Decisions Using Earned Value Management 111
Project Management for Administrative Professionals 112
Work Breakdown Structure 113
Grants Courses 114
Detecting and Preventing Fraud in Grants 115
Introduction to Grants and Cooperative Agreements 116
Financial Management Courses 117
The Anti-Deficiency Act 118
Budget and Accounting Principles 119
Cost Accounting Principles 120
Federal Budget Process 121
Fiscal Law in the DoD 122
Fundamentals of Budget Formulation and Execution 123
Internal Controls 124
Human Resources Courses 125

Retirement Planning 126
Leadership and Professional Development Courses 127
Communicating Up, Down, and Across Organizations 128
Critical Thinking and Problem Solving 129
Emotional Intelligence 130
Establishing a Business Mindset 131
Government Technical Writing 132
How to Communicate with Diplomacy, Tact, and Credibility 133
Leadership and Communication Skills 134
Leading and Managing High Performing Project Teams 135
Managing Multiple Priorities 136
Project Leadership and Communication 137
Project Team Building 138
Responding to Conflict: Strategies for Improved Communication 139
Leasing and Real Estate Courses 140
Leasing Warrant Certification Roadmap 141
FCN 406: Lease Acquisition Training (LAT) 143
FCN 408: Cost and Price Analysis of Lease Proposals 144
FCN 409: Techniques of Negotiating Federal Real Property Leases 145
FCN 411: Federal Real Property Lease Law 146
FCN 412: Lease Administration 147
Federal Lease Refresher 148
Real Estate Finance and Marketing Fundamentals 149
Pricing Schedule 150

Contracting Courses

BMRA's contracting courses are certified Defense Acquisition University (DAU) Equivalent and, adhere to the Federal Acquisition Institute (FAI) standards of course verification for all FAC-C, FAC-COR, FAC P/PM and FAC-P/PM Core Plus certification paths. Starting with the basics of contract formation and regulatory fundamentals, participants gain a firm foundation for their contracting career. BMRA helps you along the path through the mid-level to the advanced contracting courses where you will apply real acquisition solutions to real acquisition problems in a strategic manner. Walk this path and gain the skills of critical thinking, problem solving and risk reduction. See the specific certifications for the paths your career can go!

Defense Acquisition Workforce Improvement Act (DAWIA)

The Defense Acquisition Workforce Improvement Act (DAWIA) is the education and training path of the Department of Defense. There are 14 career fields that carry certification at the basic, intermediate, and advanced levels (I, II, III). Each career field includes a different path with courses that are germane to that career field. Reference DoD career fields at https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx for specific details on how to achieve your DAWIA Level I, II, or II certification. BMRA offers many of the core courses that each of the 14 career fields require, as well as some electives to complete or maintain certification. This certification is only available to DoD employees, military, and (APF) civilians assigned to an acquisition coded position as well as select military officers whose career development will include assignment to acquisition coded positions.

FAC-C Courses

Complete your FAC-C Level I, II, or III with our training courses that are DAU equivalent and FAI verified. Our courses are third-party verified and implement adult learning techniques to make them easily assimilable for our participants. BMRA offers a complete path from Level I up to Level III. Plot your path using this guide and start your career in motion.

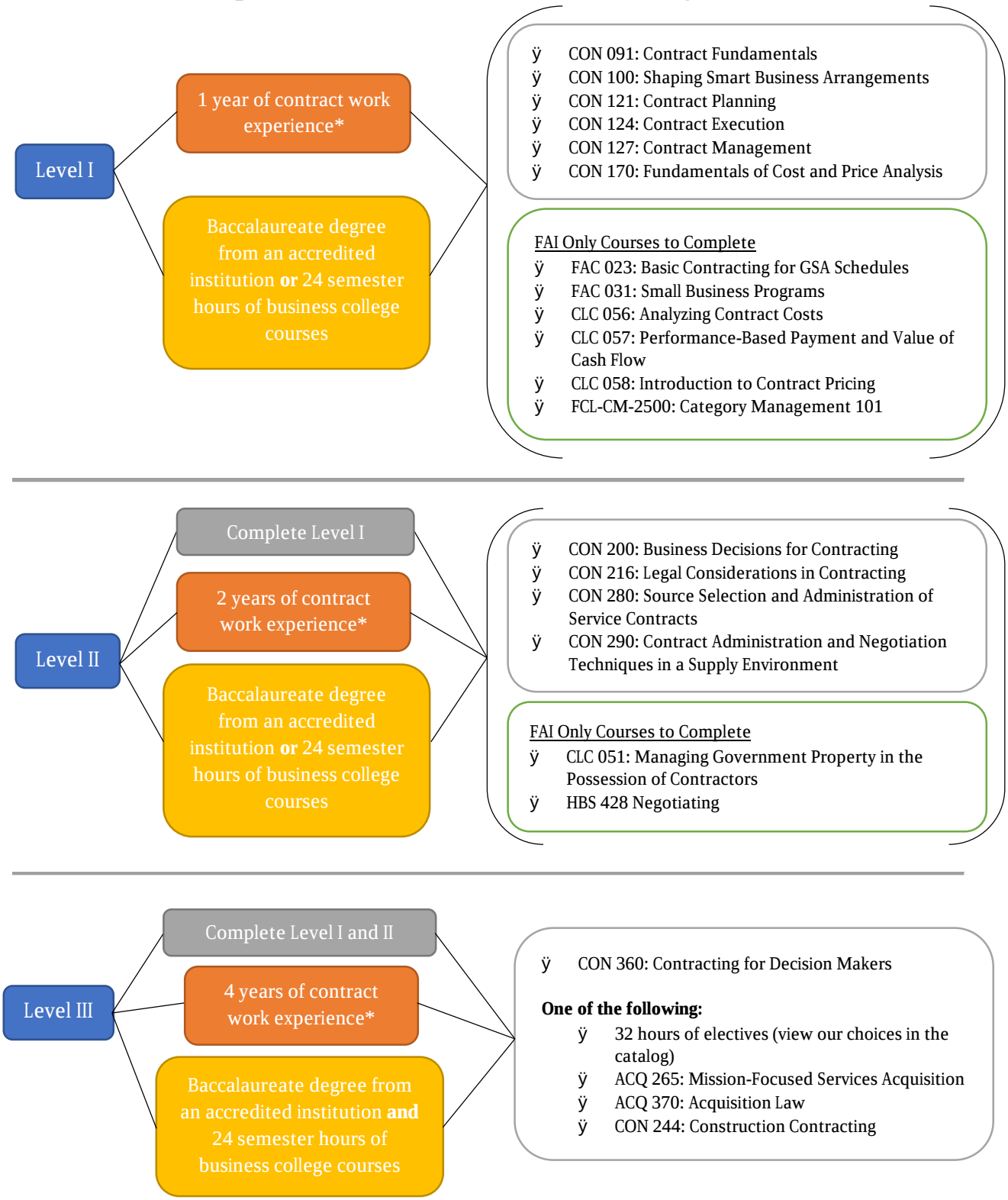
Please note: Some of our courses without pre-requisites listed are better suited for experienced professionals. Contact your agency's ACM for eligibility.

Included on the following page is a chart with the Federal Acquisition Institute (FAI) certification requirements for each level of FAC-C. Please consult their website at https://www.fai.gov/certification/contracting-fac-c for more information.

FAC-C Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.

* Based on the Contract Specialist (GS-1102) Qualification Standard



CON 091: Contract Fundamentals

Description

This thirteen-day course focuses on understanding contract formation and management principles, as well as regulatory fundamentals and their application within the Department of Defense. It provides fundamental knowledge and practical application that can be applied immediately in the workplace across the broad spectrum of Department of Defense (DoD) contracting organizations. The first part of the course develops critical skills necessary to locate, interpret, and apply regulatory guidance in the Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS); DFARS Procedures, Guidance, and Information (PGI); and DoD Class Deviations. Subsequent lessons focus on the fundamentals of contract formation and management principles, to include the practical application of the FAR/DFARS/DFARS PGI/DoD class deviations to real-world scenarios.

Learning Objectives

- Determine the applicability of policies and procedures in the FAR, DFARS, DFARS PGI, and DoD class deviations
- Apply the principles of contract formation
- Given a DoD acquisition scenario, choose the information that would be included in a solicitation or contract
- Differentiate between types of contracts and apply the policies and procedures for use in DoD acquisitions
- Given a DoD acquisition scenario, determine the applicability of the policies for small business subcontracting
- Apply the policies and procedures for using simplified acquisition procedures
- Determine the applicability of the policies and procedures for contract administration
- Differentiate between the different types of indefinite-delivery contracts and determine when they may be used in DoD acquisitions
- Differentiate between the types of agreements and when they may be used in DoD acquisitions
- Given a DoD acquisition scenario, determine the applicability of the policies and procedures for preparing and processing contract modifications
- Given a DoD acquisition scenario, determine the policies and procedures for terminating DoD contracts
- Given a DoD acquisition scenario, execute the process for addressing a contract performance issue
- Given a DoD acquisition scenario, determine the applicability of the policies and procedures for closing out DoD contracts

Course ID:
CON 091

Length: 13 Days

Continuous Learning Points (CLPS): 104

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

Participants need laptops and internet access.

CON 100: Shaping Smart Business Arrangements

Description

This five-day course is for personnel new to the Contracting career field. This course provides a broad understanding of the environment in which they serve. Participants develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, participants learn about different mission areas and the procurement alternatives for each. Knowledge management and information systems are introduced as well. Small group exercises prepare the participants to provide contracting support within the overarching business relationships of government and industry.

Pre-Requisites: CON 091

Learning Objectives

- Identify both the past and present acquisition environment to be able to understand the evolution of contracting so that smart business decisions can be made by an informed workforce
- Explain the various mission areas of departments and agencies, and the contracting support that these mission areas require, so that participants are able to support the development of business strategies
- Use business knowledge, analysis, and strategies efficiently as an active participant on the Acquisition Team
- Determine a business solution based upon application of the six-step problem solving model and four other decision-making tools
- Use the eleven principles of leadership, identify leadership actions necessary to implement sound business decisions for contracting
- Use the highest standards of integrity and ethical behavior
- Discuss basic laws and legal processes that govern federal contracting so that smart business decisions can be made by an informed workforce
- and acquisition communities and how fundamental financial principles and requirements are important

Course ID:
CON 100

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

"Currently working in contracts and I can see how the quality of this training was effective." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 121: Contract Planning

Description

This two-day course is the first of three online Level I contracting courses. This course introduces personnel new to the contracting field to their role as a business advisor in the acquisition process. It focuses on the participants' role in understanding their customers' mission and their ability to plan successful mission support strategies based upon their knowledge of the contracting environment and their customer needs. Participants learn how to use the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process.

Pre-Requisites: CON 100

Learning Objectives

- Reinforce areas of mutual interest within an acquisition environment (requiring activity, contractor, contracting office, others)
- Perform strategic or tactical methods of market research
- Develop the applicable requirements documents for an acquisition
- Determine the laws applicable (labor, environment, socioeconomic, and foreign acquisition requirements) to that requirement
- Determine the appropriate contract type for a given customer requirement
- Know the competition requirements of Simplified Acquisition Procedure (SAP) and the Simplified Acquisition Threshold (SAT)
- Provide advice on acquisition strategy including when to use best value, writing an acquisition plan, and the elements of source selection planning
- Explain the mission, characteristics and responsibilities of the contracting professional in the role of a business advisor
- Select training and development opportunities for career progression
- Describe the importance of the oversight roles of the Government Accountability Office and the Office of the Inspector General

Course ID:
CON 121

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great course. The small class made learning enjoyable and worthwhile." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 124: Contract Execution

Description

This two-day course focuses on executing the acquisition planning through soliciting industry and awarding a contract. It provides participants with the knowledge necessary to execute an acquisition that optimizes customer mission performance. Participants learn the techniques and benefits of early industry involvement in shaping requirements. Participants learn how to apply the basic procedures for acquisition of both commercial and noncommercial requirements, effectively conduct analysis of market data, and determine when a price is fair and reasonable. Finally, participants will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Pre-Requisites: CON 121

Learning Objectives

- Determine if the purchase request package can be accepted and processed
- Determine the applicable methods for exchanging information with the vendor
- Determine the components and procedures for preparing an oral or written solicitation
- Determine the procedures for processing solicitation responses
- Determine the analytical techniques that are used to evaluate contractors' proposals to ensure that both the government and contractor receive a fair and reasonable price
- Complete the price analysis of a contractor's proposal in order to establish price objective for negotiation
- Determine the elements of a negotiation strategy
- Determine the procedure taken for contract award

Course ID:
CON 124

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"This class helped me to learn how to be more analytical with researching responses." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 127: Contract Management

Description

This two-day course builds on the foundation established in CON 121 and CON 124 and provides participants with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. Participants explore processes for working with their customer to ensure contract performance is meeting mission requirements. Participants explore performance assessment strategies and remedies for contractual non-compliance, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. Additionally, participants gain a fundamental knowledge of the characteristics and principles of the contract termination process.

Pre-Requisites: CON 124

Learning Objectives

- Apply the major elements of contract administration planning
- Categorize the policies and procedures for the post-award orientation of contractors
- Explain the policies and procedures for payment
- Determine the policies and procedures for payment
- Describe the policies and procedures for preparing and processing contract modifications
- Describe the policies and procedures for resolving contract disputes
- Describe the policies and procedures for the termination of contracts
- Determine the policies and procedures used for closing out contract files

Course ID:
CON 127

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"It was applicable to my job and I gained a lot through the exercises." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 170: Fundamentals of Cost and Price Analysis

Description

The eight-day course begins with a review of market research and contractor pricing strategies. Participants learn to calculate an objective using simple quantitative analysis. The course provides an overview of the regulations and processes for cost analysis and requiring certified cost and pricing data. Participants are provided instruction on contract financing techniques. Finally, after learning the basic elements of price and cost analysis, participants build and defend a pre-negotiation objective. Participants apply cost analysis techniques during a proposal analysis capstone case, including writing a Price Negotiation Memorandum.

Pre-Requisites: CLC 057, CLC 058, CON 127

Learning Objectives

- Understand how to successfully distinguish various seller pricing strategies
- Identify the policies and procedures for applying the Cost Accounting Standards Board (CASB) rules and Cost or Pricing Data Statute
- Recognize the essential elements of a market research report
- Demonstrate ability to execute fundamental quantitative pricing skills and identify contract cost principles
- Given acquisition situations, determine an appropriate contracting strategy, including the contract type and other incentives
- Accurately differentiate between price analysis, cost analysis, and cost realism analysis
- Pursuant to FAR 15.4, accurately perform proposal analysis and prepare to present findings to the SSA for contract clearance
- As a PCO responsible to determine a proposed price to be fair and reasonable, successfully summarize the roles and responsibilities of organizations involved in proposal analysis
- Given a proposal evaluation scenario, demonstrate ability to employ the weighted guidelines (WGL) for calculating negotiation profit objectives

Participants need laptops and internet access.

Course ID:
CON 170

Length: 8 Days

Continuous Learning Points (CLPS): 64

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course is well organized. I was able to learn how to effectively analyze costs." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 200: Business Decisions for Contracting

Description

This three-day course builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Participants learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Participants also take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

Pre-Requisites: CON 170

Learning Objectives

- Identify the importance of a good business relationship in achieving the customer's performance expectations
- Identify how strategic sourcing can improve the quality and cost related to the purchase of goods and services
- Identify the principles of Performance-Based Acquisition (PBA) that will apply to a complex services acquisition
- Identify the techniques that can be used to manage risk on an acquisition project
- Identify the impact of a contract financing decision on the acquisition process
- Determine the appropriate contractual arrangement to support customer needs
- Identify the implications on the acquisition process of a decision to include government furnished property
- Determine the impact of small business socioeconomic programs on contracting decisions and how small businesses can support an acquisition
- Determine the subcontracting requirements that apply to an acquisition
- Determine the appropriate source selection methodology
- Determine if a prospective contractor is responsible

Course ID:
CON 200

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very useful and a lot of information was provided during the training that will help me with work." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 216: Legal Considerations in Contracting

Description

This five-day course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

Learning Objectives

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

Course ID:
CON 216

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"I thoroughly enjoyed this course as much of the information gained from it will aid me as I advance my career." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 243: Architect-Engineering Services Contracting

Description

This five-day course, focusing on contracting for architect-engineers, covers issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises allow professionals to gain knowledge of the Selection of Architects and Engineers Statue, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and contracting officer's technical representative responsibilities.

Pre-Requisites: CON 216

Learning Objectives

- Determine when the Selection of Architects and Engineers Statute procedures apply
- Select an Architects & Engineers (A&E) firm and negotiate, award, manage, and administer a contract to satisfy the needs of the government in accordance with Federal acquisition laws, regulations, and where applicable, best business practices
- Understand the policies and procedures that cover A&E contracts and what goes into planning for an A&E services acquisition
- Determine what are the correct contract administration procedures for A&E Services, from writing the Performance Work Statement (PWS), to solicitation and selection procedures, to quality management of the contract

Participants need laptops and internet access.

Course ID:
CON 243

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"The course material was well organized with follow through objectives." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 244: Construction Contracting

Description

This five-day course focuses on unique construction contracting issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Construction Wage Rate Requirements Statute, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Pre-Requisites: CON 127, CON 216, CLC 056

Learning Objectives

- Explain the environment and rules for contracting for construction
- Administer clauses unique to construction contracting
- Select criteria for a construction contractor and negotiate, award, manage, and administer a contract to satisfy the needs of the government in accordance with Federal acquisition laws, regulations, and where applicable, best business practices
- Understand the policies and procedures that cover construction contracts and what goes into planning for a construction contract acquisition
- Determine what are the correct contract administration procedures for construction contracts, from writing the performance work statement (PWS), to solicitation and selection procedures, to quality management of the contract

Course ID:
CON 244

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great mix of lecture, activities, case study, etc." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 260: Small Business Contracting

Description

This five-day course focuses on developing the skills and knowledge necessary for a small business specialist. Associated programs and initiatives that support the program and the government's efforts to improve small business participation in both prime contracting and subcontracting are reviewed, with attention to the small business specialist's role as a vital member of the acquisition team.

Learning Objectives

- Describe how to aid small businesses in finding government prime contracting and subcontracting opportunities
- Determine if a business is small
- Conduct market research to maximize small business participation at the prime and subcontracting levels
- Participate as an active member of the acquisition team in developing an appropriate acquisition strategy that maximizes small business participation
- Describe the Small Business Administration's role in the acquisition process
- Implement subcontracting requirements
- Identify other small business-related programs and initiatives

Course ID:
CON 260

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"The applicable real life experience and tools utilized were the most valuable during training." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 270: Intermediate Cost and Price Analysis

Description

This ten-day course continues to build upon the fundamental contract pricing principles covered in the Level I contracting curriculum, Contract Pricing Reference Guide (CPRG), and DoD Policy. The course is divided into three segments addressing contract pricing issues from a pre-award, negotiation preparation-award, and post-award perspective. In the course participants will be introduced to quantitative techniques and tools used to facilitate decision making in determining a fair and reasonable price. Participants will apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The course is designed to prepare participants to follow on to DAWIA Level II certification courses, serve as a gateway into more advanced targeted contract pricing courses, and give the participants some practical tools in pricing government contracts that are in the best interest of the government.

Pre-Requisites: CLC 056, CON 170

Learning Objectives

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

Participants need laptops and internet access.

Course ID:
CON 270

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:

In-person

Virtual

Rating:

Testimonials:

"It introduced to me other ways of doing cost & price analysis – much needed." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 280: Source Selection and Administration Service Contracts

Description

This ten-day course builds on the foundation established through the Level I curriculum and the course prerequisites. The primary focus of this course is on the acquisition of services under FAR part 15 procedures, with an emphasis on performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration. Participants learn the fundamentals of a performance-based service acquisition – from acquisition planning to contract closeout – through a realistic case study. The course takes participants through the solicitation process using the mandatory DoD source selection procedures. Participants prepare contractual documents and develop and deliver high-level source selection briefings with recommendations for contract award.

Pre-Requisites: ACQ 101, CLC 051, CLC 056, CON 200, CON 216, HBS 428

Learning Objectives

- Identify the appropriate source selection team roles and responsibilities
- Using the results of market research, assess the industry's environment and determine availability of sources
- Decide the appropriate acquisition strategy that maximizes small business participation
- Determine a performance-based approach that meets the customer's mission requirement
- Utilizing the DAU Performance Requirements Roadmap, generate performance-based metrics mirroring best commercial practices
- Assess the financial implications of various types of contract and incentive arrangements
- Based on evaluation reports and documents, determine what to include in debriefings and differentiate between protest processes
- Compose contract administration requirements, conduct contract administrative functions, and determine the need for contract modifications
- After contract performance is complete, determine contract closeout procedures

Participants need laptops and internet access.

Course ID:
CON 280

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:

In-person

Virtual

Rating:

Testimonials:

"Really liked the negotiation aspect." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 290: Contract Administration and Negotiation Techniques in a Supply Environment

Description

This ten-day case-based course applies contracting concepts and techniques learned in prerequisite courses to meet customer supply requirements and resolve complex contracting issues. Special emphasis is placed on applying legal concepts from CON 216, intermediate pricing concepts from CON 270, and negotiation techniques from HBS 428 (Harvard Business School course 428: Negotiating). Participants experience the full spectrum of Contracting processes and issues by following a supply requirement through all phases of the acquisition lifecycle, from acquisition planning through contract closeout, Research, analysis, and communication skills are honed through development and presentation of a critical thinking project requiring in-depth focus on one area of Contracting. Negotiation skills are sharpened through active participant participation in two simulated contract negotiations.

Pre-Requisites: ACQ 101, CLC 051, CLC 056, CON 200, CON 216, HBS 428

Learning Objectives

- Determine whether to contract without providing for full & open competition
- Evaluate a J&A for FAR subpart 6.3 compliance
- Select an appropriate contracting method and type of financing
- Select an appropriate DFARS data rights license
- Identify basic negotiation techniques recommended for negotiating government contracts and prepare fact-finding for negotiation
- Determine whether to pay a contractor's performance-based payment request
- Develop a contract administration plan
- Conduct a post-award orientation
- Determine whether fraud has occurred
- Determine alternatives available for making out-of-scope changes
- Calculate the lost efficiency resulting from a contract change
- Evaluate government's termination options and settlement methods and procedures
- Calculate firm-price-incentive final contract price and profit
- Determine whether a contract may be closed out

Course ID:
CON 290

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:

In-person

Virtual

Rating:

Testimonials:

"I feel like I actually learned something." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CON 360: Contracting for Decision Makers

Description

This eight-day course utilizes realistic scenario-based learning. Participants work individually and in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Participants learn to analyze complex contracting situations with emphasis on critical thinking, problem solving, research, and risk reduction. Participant course work is designed to contribute real solutions on real acquisition problems to senior leadership and local supervisors.

Learning Objectives

- Apply critical thinking skills to a contracting related problem in a graded written paper and verbal presentation with supporting media
- Apply problem solving methods to a contracting related problem in a graded written paper and verbal presentation with supporting media
- Understand how risk mitigation techniques are applied to contracting related problem
- Correctly evaluate a contracting dilemma that complies with rules of ethics in contracting
- Grasp how to contribute in a collaborative environment by providing timely written and verbal feedback to team members and the class
- Understand how to successfully identify various methods of motivating and alleviating employee stress for individuals who are dealing with constant change in the contracting work environment
- Apply an industry and senior government contracting leader perspective to an assigned contracting policy issue in a graded written paper and a verbal presentation with supporting media
- Manage information and knowledge for currency in acquisition and contracting in order to prepare and deliver presentations on current issues in contracting as measured by rubric handout

Participants need laptops and internet access.

Course ID:
CON 360

Length: 8 Days

Continuous Learning Points (CLPS): 64

Modality:

In-person

Virtual

Rating:

Testimonials:

"I really enjoyed this course. I thought it was fun, which led to better retention of material." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

ACQ 265: Mission-Focused Services Acquisition

Description

This four-day course is designed to improve tradecraft in the acquisition of services. It uses a multifunctional approach that provides acquisition team members with the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies for contractor-provided services. ACQ 265 is designed for individuals who need to fortify their skills in developing and defining service requirements, supporting business strategies, and effectively managing the resulting contractor performance. However, this course may also serve as an opportunity for experienced acquisition personnel to deepen their understanding of the Service Acquisition Process.

Pre-Requisite: CLC 013

Learning Objectives

- Discuss and apply the seven-step Service Acquisition Process
- Learn and apply best practices in requirements mapping for evaluation of contractor services
- Discuss and apply the principles of the service acquisition process through interactive, hands-on learning examples
- Develop best processes for contractor selection and award

Participants need laptops and internet access.

Course ID:
ACQ 265

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"Lovely course! Really enjoyed the deep dive exercise and being able to apply it all." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

ACQ 370: Acquisition Law

Description

This five-day course is targeted at acquisition professionals participating in the DoD policy that now mandates that the acquisition process be conducted through integrated product teams. The employment of integrated product teams in the acquisition process has resulted in the involvement of many non-contracting government personnel. ACQ 370 provides an overview of government contract law, specifically laws and regulations that are applicable to government contracts.

Learning Objectives

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

Course ID:
ACQ 370

Length: 5 Days

Continuous Learning Points (CLPS): 51

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

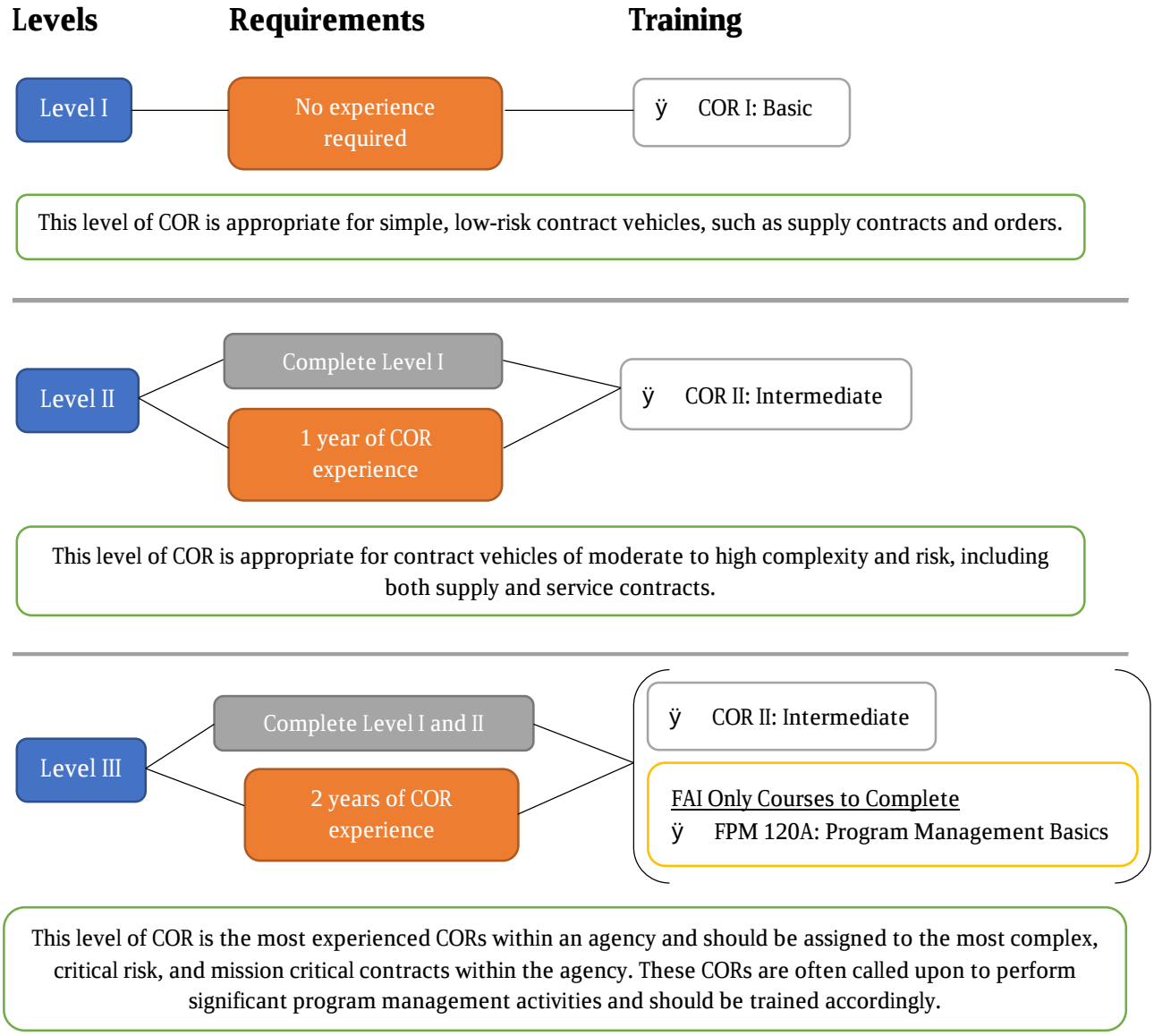
© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAC-COR Courses

Complete your FAC-COR Level I, II, or III, or DoD-COR certification with our training courses designed to bring you from basic to advanced level knowledge in the career domain of the contracting officer's representative. The role of the COR is essential in the acquisition process and ensures the delivery of goods and services from the contractor as it is promised in the contract. This incredibly diverse learning path can take your career in limitless directions. With these tools in your kit, the doors will be open for you to affect real change in your agency. New techniques, regulations and technologies are driving all procurement and contracting positions into new terrain. Come be a part of the movement.

FAC-COR Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.



© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

COR I: Basic

Description

This one-day, introductory course contains an overview of the acquisition process with a focus on the basic roles and responsibilities of a contracting officer's representative (COR). The COR functions as the eyes and ears of the contracting officer, working to provide effective contract oversight. Participants leave the class with an appreciation of their role and responsibilities, how to properly communicate with both contractors and contracting officials, and general COR requirements. This training meets the Federal Acquisition Certification Contracting Officers Representative Program (FAC-COR) requirements governed by the OMB memorandum dated September 6, 2011.

Learning Objectives

- Describe the COR's duties, responsibilities, and authority
- Understand in summary the various phases of a typical contracting process
- Identify issues affecting the COR through the acquisition process
- Understand how to maintain appropriate documentation and communications
- Determine how to use of appropriate techniques to monitor contract performance
- Describe the process for processing contractor invoices for payment
- Understand ethics in government contracting

Course ID:
COR I

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very heavy and interesting class. I enjoyed the experiences shared on course topics." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

COR II: Intermediate

Description

This five-day course is in conjunction with DAU/FAI Standards. The course includes comprehensive content that fully addresses many technical competencies, including acquisition planning, market research, and defining government requirements in commercial and non-commercial terms. It also covers effective pre-award communication, technical analysis of proposals, negotiation, effective contract management, and performance management. This training meets the Federal Acquisition Certification Contracting Officers Representative Program (FAC-COR) requirements governed by the OMB memorandum dated September 6, 2011.

Learning Objectives

- Recognize the duties, limitations, and authority of the contracting officer's representative (COR) in acquisition mission support planning
- List the requirements for preparing a statement of work or statement of objectives
- Evaluate proposed changes under the contract so that the best interests of the government are protected
- Identify COR responsibilities supporting the planning and submission of contract change documents needed to negotiate a modification
- Define the COR's role in the resolution of issues under the contract and in monitoring corrective actions
- Recognize the importance of the COR as a representative of the contracting officer (CO) during performance of the contract
- List the contents of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP)
- Identify assessment factors when documenting a contractor's performance and how a COR deals with non-compliance or poor performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services
- Identify major requirements for timely invoice review and payments

Course ID:
COR II

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"The course materials are thorough, and the resources given are outstanding." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

COR III: Advanced

Description

This five-day course addressing advanced contracting officer's representative (COR) training covers most aspects of the procurement process from acquisition strategy development to contract closeout. Organizations may request emphasis in certain areas such as performance-based requirements development, ethics, documentation of contractor performance, invoice processing, designing surveillance plans, and techniques for managing contracts. Case studies are often used to encourage adult participation. CORs, once certified, are required to earn 40 hours of continuous learning points (CLPs) every two years. Most organizations provide their CORs with Advanced COR training opportunities to meet this requirement.

Learning Objectives

- Customize topics based on agency's needs
- Emphasize the importance of COR input to contract requirements process
- Go over common techniques used to collect and analyze market information and identify potential sources
- Refresh COR's knowledge of basic contracting policy and procedures
- Discuss good means and methods in proposal team evaluation
- Understand how to properly monitor contractor performance and resulting documentation requirements
- Recognize when contract modifications will be required and how this should be communicated to the contracting officer
- Identify contract performance risk factors, how to work with the contractor to mitigate to include development of a Quality Assurance Surveillance Plan (QASP)
- Understand contract ethics requirements

Course ID:
COR III

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"This is an excellent class. Very helpful during the recompete cycle of a solicitation." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

COR Refresher

Description

This single-day, elective course is custom designed to help contracting officer's representatives (CORs) remain current within the rapidly changing contract requirements world. This contains an overview of the acquisition process with a focus on the roles and responsibilities of a COR. It is designed to help CORs maintain their required continuous learning points (CLPs).

Learning Objectives

- Review COR responsibilities in acquisition mission support planning
- List the requirements for preparing a statement of work or statement of objectives
- Identify COR responsibilities supporting the planning and submission of contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Review the importance of the COR as a representative of the contracting officer during performance of the contract
- Given a contract action, identify the delegated technical functions for which the COR is responsible
- Describe the administrative duties of the COR as outlined in the delegation letter
- Review technical submittals to ensure compliance with statement of work and contract objectives
- List the contents of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP).
- Define the role and authority of CORs regarding past performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services
- Identify major requirements for timely invoice review and payments
- Identify how a COR deals with non-compliance or poor performance

Course ID:
COR REF-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course was excellent, and I actually gained new information." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Advanced COR Refresher

Description

This five-day, elective course is targeted at senior CORs who require deeper insight than the traditional COR Refresher course. This course focuses on advanced-level issues and responsibilities for multiple contracts, larger contracts, and contracts of a complex or technical nature. It is designed to help experienced CORs maintain their required continuous learning points (CLPs).

Learning Objectives

- Review COR responsibilities in acquisition mission support planning in a complex contracting environment
- List the requirements for preparing a statement of work or statement of objectives for a highly technical solicitation
- Identify COR responsibilities supporting the planning and submission of contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Review the importance of the COR as a representative of the contracting officer during performance of the contract
- Given a contract action, identify the delegated technical functions for which the COR is responsible
- Describe the administrative duties of the COR as outlined in the delegation letter and how are these different or the same for highly complex or visible contracts
- Review technical submittals to ensure compliance with statement of work and contract objectives
- Review the elements of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP) and the strategic importance in technical contracts
- Define the role and authority of CORs regarding past performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services on a complex contract or task order
- Identify major requirements for timely invoice review and payments
- Identify how a COR deals with non-compliance or poor performance and the importance of detailed documentation when dealing with a highly technical or complex contract key planning documentation used by program managers

Course ID:

ADV COR REF-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contracting Electives

So you have your certificate, now what? You need to maintain it of course! To keep your certification fresh and to learn new areas essential to your position, we recommend using electives. BMRA works tirelessly with agencies to determine what electives are most needed by their departments.

There are many electives in this catalog which fulfill required credit hours. See our other discipline sections for other courses of interest or of a particular need for you or your department.

Don't see what you need here? Call us: 703-691-0868 x 22.

Talk to our business development team that is skilled in deciphering your needs and finding solutions. Perhaps you'd like to take a workshop on ethics or a team retreat on writing statements of work. Many agencies are trying to balance technical know-how with soft skills and leadership development. We have instructors and facilitators who are credentialed in coaching, Myers Briggs (MBTI), Thomas Kilmann Instrument (TKI), and DiSC® Assessments.

Whatever your need, BMRA is here to help.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Acquisition of Commercial Items

Description

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

Learning Objectives

- Determine whether a requirement falls within the definition of "commercial item" and whether or not the requirement is covered by FAR part 12 "Acquisition of Commercial Items"
- Identify who determines whether an item is "commercial" by definition
- Summarize the impact of FAR part 12 on the award and administration of covered contracts
- Identify the purpose of FAR part 12 to solicit, evaluate, and award a contract
- Understand how to correctly administer commercial item contracts

Course ID:
ACI-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Excellent course. Increased my knowledge of working further with procurement staff." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Acquisition Planning

Description

This five-day, elective course addresses technical, business (cost, schedule), management, and other aspects such as risk that need to be monitored to manage an effective acquisition. This course follows the guidance as detailed in FAR part 7 with clarification provided by individual regulations such as DoD Instruction 5000.2, DFARS 207.1, and the Department of Treasury Acquisition Procedures – Subchapter B.

Learning Objectives

- Recall key definitions and contents of the acquisition planning process
- Recognize requirements for major systems and acquisitions involving consolidation, bundling, or substantial bundling
- Differentiate planning for the purchase of supplies in economic quantities
- Quantify government vs. contractor performance
- Evaluate advantages for lease vs. purchase scenarios
- Determine and manage procedures that are inherently governmental

Course ID:
AP-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Agile Contracting

Description

This two-day elective course addresses what Agile development is and how it helps the government achieve efficient outcomes. For contracting personnel, Agile development stresses the value of frequent collaboration between the contractor, end user, and contracting officer. Agile contracting seeks to deliver working solutions frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale. This is sometimes referred to as "Build a little/Test a little," where participants assess short-term milestones to determine if they are moving towards expected outcome of the larger program. In some cases, short-term deliverables may show that the long-term program goals are not achievable without being tailored. The program office has to be ready to deal with these issues and the contracting officer has to be ready to deal with any impact of the contract. This means that contracts must be written in ways to provide flexibility to both parties when outcomes, timeframes, or costs must be adjusted.

Learning Objectives

- Define Agile development and explain how it helps the government get better outcomes with less expense
- Identify projects best suited to Agile
- Describe how Agile differs from traditional contracting processes
- Explain how Agile complies with the requirements of the FAR
- Learn where to find more information and assistance to see if Agile processes will benefit the organization
- Ensure contract success through contractor accountability of non-defined tasks
- Create a clear view of the working principles of the project with well-defined roles and responsibilities
- Create a solid governance structure to ensure transparency
- Set clear milestones to ensure forward progress of the contract
- Define the end result warranty to ensure receipt of what was desired

Course ID:
AGILE-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The learned concepts will help me in applying it with my current contract and future ones." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Appropriations Law (2 Day)

Description

This two-day, elective course introduces participants to the purposes and principles of Federal fiscal law. It blends lecture, case studies, and participation in a way that engages and challenges, while maximizing the exchange of both practical and theoretical information. The primary reference is the Government Accountability Office (GAO) *Principles of Federal Appropriations Law* (Red Book). Cited cases are all searchable by case number or decision number as referenced. This course includes several practical exercises to reinforce Appropriations Law requirements and how to mitigate other Appropriations Law issues.

Learning Objectives

- Locate, interpret, and apply the appropriations law principles or regulations applicable to Federal Government
- Determine appropriate course of actions based on interpretations
- Apply appropriations law to real-world scenarios with respect to purpose, time, and amount
- Understand the Anti-Deficiency Act (ADA) provisions, violation penalties, and reporting requirements
- Determine the availability of appropriations for specific purposes. Included in this course will be the Three Step Analysis, Necessary Expense Rule, and Statutory Purpose Restrictions

Course ID:
APPLAW-2EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"I enjoyed the length of days in correlation with course material. It was very helpful." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Appropriations Law (3 or 4 Day)

Description

This elective course is a three- or four-day option. This course introduces participants to the purposes and principles of Federal fiscal law. It blends lecture, case studies, participation in a way that engages and challenges, while maximizing the exchange of both practical and theoretical information. The primary reference is the Government Accountability Office (GAO) *Principles of Federal Appropriations Law* (Red Book). Cited cases are all searchable by case number or decision number as referenced. This course also covers the nine criteria for recording obligations and discusses contingent liabilities and de-obligations. There is also a special section on liability and relief of accountable officers.

Learning Objectives

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

Course ID:
APPLAW-3EL
Length: 3 Days

Course ID:
APPLAW-4EL
Length: 4 Days

Continuous Learning Points (CLPS): Up to 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"I was able to learn more about how, through case studies, government employees can lawfully spend tax payer dollars." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Appropriations Law Refresher

Description

This one-day, elective course provides the participant with a refresher in skills ranging from the proper interpretation and application of Federal appropriations law to the use of appropriated funds. Review of Federal Government Appropriations Law using the Government Accountability Office (GAO) *Principles of Federal Appropriations Law* (Red Book). Review of the relationship of agency budgets to appropriations, propriety, timing, and legality of certain types of expenditures. Participants will review the basis to make legal decisions.

Learning Objectives

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

Course ID:
APPLAW REF-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"This was the best appropriations law class I've taken. Group discussions were beneficial. I really learned a great deal!" – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Bid Proposal Evaluation Process

Description

This two-day, elective course is designed to provide participants with information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. At the conclusion of this course, contracting officers will understand their roles in the evaluation process, especially their charting and oversight of evaluation boards, panels and groups who perform the evaluation.

Learning Objectives

- Comprehend formal source selection procedures involving the responsibilities of boards, councils, panels, or groups who perform the evaluation
- Evaluate procedures used in selection, including clarifications, disposition of deficient, proposals, and discussions with the source selection organization and the offerors
- Understand lowest priced technically acceptable (LPTA) methodology
- Know the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Understand negotiation procedures and request of final proposal revisions (FPRs)
- Understand the procedures to follow in the source selection discussion process

Course ID:
BID PROP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Business Writing for Contracting Officers

Description

This one-day course provides technical writing guidance and sets standards for creating logical and professional written material, as well as describes the process of writing good documentation. For contracting officers, there are many documents that require simple language and clear writing, for example, Requirements documents, statements of work, requests for proposals, award notifications, and deficiency notices. The guide is designed to be read from beginning to end, and to be used as a reference guide after the course is concluded.

Learning Objectives

- Understand ethical obligations as a writer
- Recognize appropriate writing styles for government audiences
- Identify intended audience and develop content based on their needs
- Differentiate between passive voice and active voice
- Write clear, well-organized, well-structured sentences
- Assess a document for clarity, completeness, readability (conciseness)
- Apply effective editing techniques
- Understand the organization and flow of both content and structure
- Understand documentation formatting and organization techniques

Course ID:
WRIT CON-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course helped me to write better and more professional reports. I would recommend to others for professional communication." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Changes Under Federal Government Contracts

Description

This three-day, elective course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes effect contract scope, modifications, and constructive changes. This course is designed for contracting professionals, including contract specialists and contracting officer's representatives, who are involved in administering or overseeing contracts of any type.

Learning Objectives

- Discuss types of changes to contracts
- Examine what causes changes to Federal contracts
- Learn how to effectively administer contract changes
- Participate in a dynamic exercise: What Kind of Change?

Course ID:
CHANGES-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Helped me to learn more about what's going on with government contracting and changes." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Conducting Technical Evaluations

Description

This elective course is a one- or two-day option. This course provides participants with the "do's" and "don'ts" associated with evaluating technical proposals. It provides steps that technical evaluation teams should take in performing evaluations. This course covers the lifecycle of evaluation from team notification to drafting and providing evaluation reports to closing out the evaluation with a final decision. It is vitally important that technical evaluation teams include the right personnel from proposal inception so that all technical considerations are properly represented. This course provides a roadmap of the best practices and procedures for a wholistic technical evaluation. Participants will gain knowledge through a combination of facilitated lecture, exercises, and case studies.

Learning Objectives

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

Course ID:
TECH EVAL 1-EL
Length: 1 Day

Course ID:
TECH EVAL 2-EL
Length: 2 Days

Continuous Learning Points (CLPS): Up to 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Construction Claims

Description

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

Learning Objectives

- Explain what constitutes a claim
- Discuss the rules for preparing a claim
- Respond to the filing of a claim
- Understand the background and general process of construction contract claims
- Apply knowledge to issue and accept equitable adjustments
- Should a claim arise, know the steps and alternative actions to claim resolution
- Identify claims that exist under circumstances other than the changes clause
- Understand the role of the Board of Contract Appeals and what to expect when working with this entity
- Understand the role of the United States Court of Federal Claims and what to expect when working with this entity
- Apply cost analysis to the construction contract to ensure proper standing and ensure best value to the government
- Use expectation management and communication techniques to avoid claims

Course ID:
CSTN CLAIM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Overall, a great class. It was challenging and mentally stimulating." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contract Administration

Description

This five-day, elective course covers the critical duties performed by contracting personnel during the contract administration phase of the acquisition process, including contracts for commercial items and those using simplified acquisition procedures.

Learning Objectives

- Establish post-award functions/milestones
- Explore elements of subcontract administration
- Apply quality assurance and performance monitoring to administration process
- Identify post-award contract actions: modifications, options, orders, etc.
- Explore contract payment processes and mitigate financial issues
- Asses performance delay and engage remedies
- Justify disputes, claims, and terminations
- Understand and recognize contract terms and conditions relating to contract administration
- Determine whether a contract may be closed out and how to implement proper procedures

Course ID:
CON ADMIN-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"It exceeded my expectations. I was able to further my knowledge through course interaction." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contract Claims

Description

This two-day, elective course provides both contracting and program personnel with the knowledge and skills necessary to recognize the legal and practical implications of government contract claims actions.

Learning Objectives

- Understand what defines a contract claim
- Determine the role of contracting officers in preventing, addressing, and resolving claims. Recognizing when a claim is developing, how to address potential claims early during acquisition package review process, and proposal conferences
- Detail how the changes clause and equitable adjustments are applied
- Outline the methods of claims resolution: Informal, Civilian Board of Contract Appeals, Court of Federal Claims, etc.
- Point out how contracting officers should apply the False Claims Act, provisions of this act, and understanding of the Truthful Cost for Pricing Data Statute

Course ID:
CON CLAIM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The exercises were very worthwhile and made us think. I got a deeper understanding." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contract Closeout

Description

This two-day, elective course examines one of the most frequently overlooked functions of contract administration: contract closeout. With today's shrinking budgets, making sure that both the government and the contractor fulfilled all contract obligations is increasingly difficult. Closing contracts can be as critical and important as awarding the contract itself. This course reinforces the importance of this last step and provides an effective means and method for the contracting staff to closeout contracts.

Learning Objectives

- Understand the importance of contract closeouts identifying the typical organizational functions and personnel roles in closeout
- Determine what makes up the major steps in contract closeout and what qualifies as determining that a contract is properly finalized and closed
- Understand the special requirements for closing out cost type contracts
- Understand how to evaluate contractor performance for the life of the contract
- Understand and administer records retention requirements
- Comprehend common closeout issues and how to resolve these

Course ID:
CON CLO-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very good overview for CORs to help us relate better with our contracting officer and know more about what is expected with contact closeout procedures." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contract Disputes and Terminations

Description

This two-day, elective course provides contracting professionals with the skills needed to identify the appropriate actions during a contract protest and to carry out effective disputes. Disputes can stem from a number of issues, which will be explained in the sessions. This course explores the "Bruce Rule" and the "Rice Doctrine" that are often applied to situations demanding reasonable adjustments. Participants will also explore the Contract Disputes Act, which essentially is the handbook for handling a claim. This course takes it a step further and discusses the consequences of a dispute that cannot be resolved or is resolved not in favor of the contractor. This course will also discuss termination of the contract and how to use the tools of mediation and dispute resolution to reach an amicable and professional separation agreement.

Learning Objectives

- Identify, define, and determine fair and equitable treatment, common protest errors, protest types, authorities, and forums
- Apply procedures for bringing and resolving protests, documentation requirements, and best practices to avoid and mitigate protests
- Explain the Contract Disputes Act and resolution processes, and common mistakes and measures to avoid or mitigate disputes and claims
- Document and process claims and effectively settle disputes
- Identify and define contract breaches, defaults, remedies, termination types, required documentation, and settlement processes
- Apply methods and tools to recover monies owed the government, timelines, approvals, and common termination errors

Course ID:
CON DIS TERM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The material case studies were very instructional." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contract Terminations

Description

This two-day, elective course covers the necessary steps and serious implications of terminating a government contract. Contract terminations are unfortunately a fact of life: contract requirements may change, or the contracting officer may be faced with a problematic contract. This course focuses on processes and legal considerations related to contract terminations. It begins with a review of the basic principles and sources of law relevant to the termination of government contracts and various legal issues that surround this particular area of contracting. Topics include reasons why contracts are terminated, who is responsible for terminations, and what type of termination is most advantageous to the government.

Learning Objectives

- Recognize the factors that must be considered when terminating a contract
- Determine the method of termination based on the decision to terminate
- Discuss the characteristics of three types of government contract termination: convenience, cause, and default
- Identify and apply procedures applicable to non-commercial and commercial terminations
- Identify the procedures for a Termination for Convenience (T4C) or for Default (T4D)

Course ID:
CON TERM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Course and material are well structured." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Contracting for Best Value

Description

This two-day, elective course introduces participants to the process of best value acquisition by first walking through the acquisition planning process no matter what the contract type. By thinking strategically about the outcome, applying planning processes, and selecting appropriate evaluation factors in the acquisition process, a best value outcome is assured, and the greatest benefit to the Federal Government in response to the requirement is achieved. This course combines facilitated lecture with interactive discussion and case studies.

Learning Objectives

- Define acquisition planning
- Define contracting methods/contract types
- Define best value and explain the best value continuum
- Describe the tradeoff approach to source selection and list the advantages/disadvantages of using this method
- Explain the concept of best value acquisition
- Develop evaluation criteria plans
- Evaluate offers and select the right contractor; debrief unsuccessful offers
- Use new skills to plan and execute a given scenario (as a team)

Participants need laptops and internet access.

Course ID:
CON BV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Innovative and interactive learning! I highly recommend this course." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost and Price Analysis

Description

This five-day, elective course introduces participants to quantitative techniques and tools used to facilitate decision making in determining a fair and reasonable price. Cost and Price Analysis is divided into three segments addressing contract pricing issues from a Pre-Award, Negotiation Preparation-Award, and Post-Award perspective. Participants apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The course is designed to give the participants some practical tools in pricing government contracts. The ultimate objective of the course is to help participants become better business advisors in developing contract arrangements that are in the best interest of the government.

Learning Objectives

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

Participants need laptops and internet access.

Course ID:
COST PA-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"Excellent course that anyone in acquisitions/ contracting would benefit." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost Estimating

Description

This three-day, elective course introduces the participant to various tools and techniques used to develop cost estimates. One of the first tasks involved in drafting contracts is to develop a documented and supported cost estimate. Included in the instruction are cost estimating concepts that help guide the program or contracting office through the cost estimating process.

Learning Objectives

- Define what is cost estimating, terms and concepts used
- Understand how to create a complete Work Breakdown Structure (WBS), which will often form the backbone of a cost estimate
- Complete several exercises which will reinforce cost estimating principles and techniques introduced

Course ID:
COST ES-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"I will be able to apply all the material and techniques on a regular basis as part of my daily duties." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost Realism

Description

This one-day, elective course explains why conducting cost realism analysis is needed and describes the differences between cost and price. This course looks at the elements of a vendor's price and teaches participants to evaluate those elements to determine whether the costs are appropriate and realistic. This course also addresses the red flags and pitfalls of unrealistically low offers and how to use cost realism to defend against the scrutiny of a protest. Participants will learn the objectives through a combination of facilitated lecture, engaging exercises, and a cost realism review tool. At the conclusion of this course participants will understand the issues and factors to be considered when performing a cost realism analysis.

Learning Objectives

- Understand what is meant by cost realism analysis
- Explain the purpose for conducting a cost realism analysis
- Recognize the circumstances that warrant cost realism analysis
- Understand the role of cost realism in the phases of acquisition
- Given a proposal evaluation scenario, describe techniques of cost realism analysis
- Identify the impact of labor charges such as uncompensated overtime, capped indirect rates, and employee professional compensation norms
- Understand the role of cost realism analysis in source selection decisions
- Access and apply guidance from protest cases based on cost realism analysis

Participants need laptops and internet access.

Course ID:
COST REAL-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"This is a very informative course. Great refresher! Turned a boring topic interesting." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost and Price Realism

Description

This two-day, elective course dives into what is cost and price realism, who performs it, and why it is important. The contracting officer holds the responsibility of evaluating the reasonableness of the offered price. There are two basic approaches which may be used to determine whether the contract price is fair and reasonable for the work being performed: price analysis and cost analysis. In addition to these two approaches, there are other forms of analysis referred to as cost realism analysis and technical analysis, which may be used to determine which offeror will provide the best value to the government considering both quality and price. Participants will learn the steps for cost and price realism and how to apply them to their projects, as well as touch on negotiation techniques.

Learning Objectives

- Identify the fundamentals of cost analysis, cost analysis techniques, and factors to consider when conducting cost analysis
- Distinguish between price analysis, cost analysis, and cost realism analysis
- Apply the steps in cost realism analysis and what to do in cases of uncompensated overtime, flexibly priced contracts, and evaluating offers on other contracts
- Apply the steps to prepare for an audit
- Analyze direct labor, direct materials, and other direct and indirect costs
- Use cost analysis to apply successful negotiation techniques on behalf of the government

Course ID:
COST PR-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"I enjoyed the course because I learned new things from the needed information being placed in an interactive way." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost Reimbursement

Description

This two-day, elective course addresses one significant difference between Federal Government and private contracting, which is the widespread use of the cost-reimbursement contracts by the government. This type of contract permits the parties to undertake projects that involve substantial uncertainties. It also accords parties greater flexibility during the performance of the work than would be possible under price contracts. Additional contract administration may be required as a result of these contracts in the areas of auditing and negotiating the permission and allocation of costs, and vigilant oversight of contractor performance is required to ensure costs are judicious.

Learning Objectives

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

Course ID:
COST RE-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"It enabled me to learn new things and refresh old things to meet my training goals." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

CPARS for the Acquisition Workforce

Description

This one-day, elective course covers the Contractor Performance Assessment Reporting System (CPARS). CPARS evaluates a contractor's performance, both positive and negative, on a given contract during a specific period of time. Each assessment must be based on objective facts and supported by program and management data. This course discusses how to properly document past performance in CPARS.

Learning Objectives

- Plan for performance evaluation
- Evaluate quality, schedule, and cost
- Evaluate Management and Business Relations
- Write a CPAR Narrative
- Understand best practices in performance evaluation and documentation

Course ID:
CPARS-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"I think I can do a CPAR now!" – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cybersecurity for Contracting Professionals

Description

This two-day, elective course focuses on critical thinking skills, which are imperative when assessing cyber risk throughout the contracting lifecycle. Participants learn how to safeguard contracts by understanding today's rapidly changing cybersecurity regulations and their impact on the contracting world. Participants will become vigilant in watching for any cybersecurity threats and be able to quickly react to any possible breach.

This course is focused on government and contractor systems and the sharing of controlled unclassified information as part of the acquisition process.

Learning Objectives

- Understand the elements of cybersecurity: People, Processes, and Technology
- Understand roles in cybersecurity activities
- Understand the Executive Order and DoD-GSA guidance
- Discuss current National Cybersecurity Strategy, NIST Cybersecurity framework, and continuous diagnostics and Mitigation (CDM)
- Use Federal Information Security Management Act (FISMA) guidelines, to achieve compliance and protect Federal information systems
- Apply IA principles and risk management framework (RMF)
- Create a culture of awareness of the issues surrounding good cybersecurity practices – recognize IT supply chain risks
- Create processes that are easily implemented and consistently followed, with distinct repercussions and remedies
- Plan ahead and assess what data is available– determine the value of each data set and allocate appropriate security measures – not all data is critical and securing all data is not feasible or reasonable
- Explore technology solutions to automate processes, restrict access points, and reduce data spillage

Course ID:
CYBER-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Developing an Independent Government Cost Estimate

Description

This three-day, elective course covers the Independent Government Cost Estimate (IGCE). IGCE is the detailed estimate of the cost to the government of the supplies or services to be acquired. The estimate is independent in that it is the government's own, in-house estimate and is not based upon information obtained from contractors or vendors from which offers (proposals or bids) will be solicited. In effect, the IGCE is the forecast of the price that a responsible, prospective contractor should propose for performing the specified work.

Learning Objectives

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

Course ID:
IGCE-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Would recommend! I learned more from this class than I have in most others." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Emergency Contracting

Description

This two-day, elective course covers how important it is for the Federal Government to continually find new ways to operate effectively in the face of emergencies. In particular, the acquisition of goods and services must be defined and administered to ensure oversight and mitigate fraud. We know that bringing the private sector into relief and reconstruction efforts is critical to ensuring quick, high-quality responses in emergency situations. Contractors play a vital role in providing supplies and services to our citizens during an emergency.

Learning Objectives

- Understand the value of pre-emergency preparation using scenario planning
- Understand and explain the costs and benefits of awarding contracts in an emergency
- Apply mitigation techniques to minimize pitfalls in contract administration for emergency acquisitions including non-performance and fraud

Course ID:
EMERG-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Love it! I developed a high level understanding of emergency contracting." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Equitable Adjustments in Federal Government Contracts

Description

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

Learning Objectives

- Discuss types of changes to contracts
- Examine what causes changes to Federal contracts
- Learn how to effectively administer contract changes
- Participate in a dynamic exercise: What Kind of Change?
- When representing the government in a contract negotiation, negotiate win/win outcomes for the government
- Select and apply tactics, recognize tactics used by the other party, and counter win/lose tactics used by the other party
- Given a contract's, pre-award negotiation plan, and the pre-negotiation strategy, select and correctly apply tactics to accomplish the government's negotiation strategy post award

Course ID:
EQT ADJT-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Ethics in Contracting

Description

This one-day, elective course examines Federal ethics law, including procurement integrity and current ethical issues in Federal contracting. Participants explore the following topics in this course: conflict of interest, gifts, safeguarding information, restrictions on employment, and working for a contractor after government service. Additional miscellaneous issues may be covered. This training, at a broad level, also explains what ethics are and why they are important. This course covers the difference between integrity and ethics, the history behind both, and why both are needed in the Federal acquisition field.

Learning Objectives

- Define integrity and ethics and distinguish the difference
- Define "procurement integrity"
- Understand the importance of procurement
- Being able to comprehend all rules
- Identify conflicts of interest
- Identify and remedy financial conflicts
- Discuss impartiality issues and why this is an important consideration
- Understanding the do's and don'ts of gifts
- Explore strategies for safeguarding information in best implementation practices for safeguarding policies
- Discuss importance of restrictions on employment
- Discuss miscellaneous issues; fundraising, letters of recommendation, outside employment, organizational conflict of interest, disclosure and nondisclosure, and sexual harassment
- Identify resources for further assistance

Course ID:
ETHICS-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great information! The class exercises were good." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAR Overview

Description

This five-day, elective course introduces participants to the Federal Acquisition Regulation (FAR) and helps them to better understand its complexities. The course consists of orienting the participants with the structure of the FAR as well as using situational discussions and exercises.

Learning Objectives

- Research, read, interpret, and apply the FAR by working through situational discussions and exercises
- Discuss and apply current changes to the FAR and learn how to maintain knowledge currency on changes to the FAR to remain compliant with all applicable laws
- Learn and apply what sections of the FAR are mandatory and which offer flexibility for situational application
- Locate and apply the most frequently used parts of the FAR

Course ID:
FAR OV-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very solid course. I easily understood the material and the important underlying aspects within the FAR." – 2018 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAR Part 8: Advanced Issues in Multiple Award Schedules

Description

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

Learning Objectives

- Locate and research FAR part 8 as a tool for contract decision making.
- Understand the regulations governing FAR part 8 and apply guidance in Multiple Award Schedules (MAS)
- Identify national supply systems like Government Services Administration (GSA), Defense Logistics Agency (DLA), Department of Veterans Affairs (VA), and military service inventory control points (ICPs), and determine how and when to use appropriately
- Understand different contracting types and how to write a good performance-based SOW
- Understand ordering procedures for MAS including justification, approvals, and performance metrics
- Understand benefits or pitfalls of contractor team arrangements (CTAs)
- Understanding governmentwide acquisition contracts (GWACs) and how and when to use them for products and services
- Apply best-in-class acquisition planning practice to ensure compliance and best outcomes for government procurement

Course ID:
FAR8 MAS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great course to learn more about the FAR. I was provided with very relevant course materials." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAR Part 8: Governmentwide Acquisition Contracts and Source Selection

Description

This two-day, elective course addresses FAR part 8, "Required Sources of Supplies and Services." FAR 8.002 specifies a mandatory list of government sources and publications that all Federal agencies must use to satisfy requirements for both supplies and services, unless otherwise provided by law.

Learning Objectives

- Define, discuss, and implement the competitive source selection process under part 8 of the Federal Acquisition Regulations (FAR) primarily focused on best value source selection
- Explain Best Value in relation to FAR subpart 8.4, Federal Supply Schedules, and FAR part 15, "Contracting by Negotiation"

Course ID:
FAR8 GWAC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course was great. Even though I've done FAR part 8.4 a few times in my career, I managed to learn a few new things! I even enjoyed the case studies and GAO decisions." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAR Refresher

Description

This two-day, elective course serves as a refresher so acquisition professionals can get up to date on the latest FAR additions and changes, as well as refamiliarize themselves with the parts of the FAR and how to utilize them in their daily job.

Learning Objectives

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

Participants need laptops and internet access.

Course ID:
FAR REF-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The quizzes were great and overall, I enjoyed the course and happy that I signed up for it." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

High Performing Teamwork for the Acquisition Workforce

Description

This two-day, elective course covers the qualities needed for teams to produce high quality content and work efficiently with each other. Vision is often lost in teams when all members are not on the same page. This course teaches the importance of a high-performing team through hands-on team-building activities that highlight setting a common course, using common language, and establishing clear roles and responsibilities with consequences and/or remedies.

Learning Objectives

- Define a high-functioning team
- Demonstrate a high-performance team model and the elements of success
- Understand leadership focus areas that build high-performing teams
- Use communication styles that achieve the best results
- Define clarity of roles within a team to create the best outcome
- Create and maintain trusting relationships in teams
- Using fairness to overcome inequalities
- Use focus areas to find solutions
- Address strengths and weaknesses and use this tool to discover overlaps and gaps in needed talent
- Know a team's purpose and vision to align values

Course ID:
ACQ TEAM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Incentive Contracting

Description

This two-day, elective course introduces participants to the concept of incentive contracts. Incentive contracts are used to motivate contractors by allowing them to earn more compensation by performing contract duties at a higher level, through controlling cost or shortening the contracted schedule. Incentives can be cost-based, delivery-based, performance-based, or a combination thereof.

Learning Objectives

- Identify types of incentive contracts
- Explain the use of different contract types and when they are best used
- Analyze incentive objective and subjective arrangements
- Select an appropriate cost share
- Determine the government's objectives for an incentive arrangement given a contractor's proposal

Course ID:
INCENT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Does a good job of teaching how and when to apply incentives." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Independent Cost Estimate

Description

This two-day, elective course helps to explain the importance of the Independent Cost Estimate (ICE) and its purpose and use in the transit agency setting. An ICE is the detailed estimate of the cost of the supplies or services to be acquired by an agency. The estimate is independent in that it is the transit agency's own, in-house estimate and is not based upon information obtained from contractors or vendors from which offers (proposals or bids) will be solicited.

In effect, the ICE is the forecast of the price that a responsible, prospective contractor should propose for performing the specified work. This course will consider several factors including how accurate the ICE tool is – the fundamental understanding of the requirement, outside influences that could impact the outcome and the probability they may occur, understanding of the business environment/market conditions, and more. Participants will focus on the preparation of ICEs for proposed procurements through hands-on training.

Learning Objectives

- Identify the contract-related uses of an ICE and the concept that the ICE is "independent"
- Understand the importance of a clear, complete statement of work (SOW)
- Obtaining the sources of information available and the methods used for preparing an ICE
- Identifying the need for current labor rates, indirect cost rates, accurate computation, and the need for the SOW and the ICE to correspond

Course ID:
ICE-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very well written and taught." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Intermediate Quality Assurance and Risk Management

Description

This four-day, elective course for government acquisition personnel is designed to give participants thorough insight into how a contractor prepares a proposal and how they analyze the requirements document to find the high-cost, high-risk areas. Participants will also learn not only how to avoid the common mistakes that lead to higher costs, but also how to anticipate how the contractor, especially technically oriented contractors, will read the requirements document and use this to prepare the quote. This knowledge will give participants immense leverage in keeping the project costs down. This course uses facilitated lecture and interactive exercises and case studies to illustrate the risk management process and the value of a performance-based assessment. See how QA should be introduced at each step of the acquisition process.

Learning Objectives

- Learn how to identify the high-risk, high-cost areas in requirements documents and what to do about them
- Identify the language in a performance work statement/statement of work (PWS/SOW) that drives risks and thus costs higher
- Identify and target the most risky contract terms and conditions
- Know the many options available to keep costs down
- Find excessive costs and how to negotiate them down
- Understand steps to ensure quality measures are taken at all milestones and resolve quality issues
- Apply performance assessment in performance-based contracts
- Implement contract terms
- Monitor and document progress, costs, government-furnished property, and fraud
- Perform a QA inspection and acceptance of deliverables

Course ID:
QARM-EL

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"I found that I could relate topics learned to my job. It will make me a better worker." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Managerial Decision Making and Problem Solving for Acquisition Teams

Description

This two-day, elective course hones and improves skills needed by contracting professionals to efficiently and effectively make sound business decisions. Through decision-making exercises, participants learn how to develop the problem statement, assess risk, consider ethical issues, and incorporate the decision into the plan. Together, these skills contribute to making the best decision using the six-step process. This course uses interactive discussion and team exercises to illustrate the key tenets of managerial decision making.

Learning Objectives

- Learn critical thinking in decision making
- Understand how the problem statement is defined
- Learn about ethical considerations in decision making
- Assess the risks inherent in decisions
- Describe the risk management process and identify potential risks for both government and contractor
- Identify risk management techniques and apply viable solutions to a case, considering both government and contractor perspectives

Course ID:
MDPS ACQ-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"I felt as if my knowledge in this topic was enhanced. It will help me in my professional life." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Managing Multiple Priorities for the Acquisition Environment

Description

This two-day, elective course is designed to provide an overview of strategies that a busy professional can use to balance a series of high-demand tasks while handling multiple, urgent priorities. Today's career experience is inherently dynamic and ever-changing. New requirements, modifications, meetings, contractor performance reviews, agency priorities, supervisor priorities, contract oversight. How to prioritize and choose where to focus efforts and resources?

Learning Objectives

- Understand strategies for very busy people
- Explore multiple priority setting methods
- Apply priority management techniques
- Identify priority setting criteria
- Organize a must do and to do list in class
- Create a personal productivity assessment
- Work for multiple bosses
- Solve frequent, predictable problems
- Thwart top time wasters
- Handle work overload and unrealistic timelines – managing the manager

Course ID:
MMP ACQ-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Market Research

Description

This elective course is a one-, two- or three-day option. This course highlights market research as a collaborative responsibility. Requirements and program managers typically have the lead on researching the technical side of the market. Contracting officers usually govern the business side. Knowledge is largely transmitted through short lectures and discussion sessions. In particular, course participants discern the implications of set-asides and resources during the Market Research activities. Participants examine emerging requirements for documenting the determination and use of small businesses in acquisitions.

Learning Objectives

- Apply regulatory and policy requirements for market research
- Understand the role and value of market research in advance procurement planning
- Perform market surveillance (through early exchanges with industry)
- Use the methods, practices, tools, and technique of market research
- Define the roles of the program manager and contract specialist in market research and the impact on contract administration
- Apply pricing considerations in market research
- Identify all applicable mandatory non-price-related evaluation factors in the FAR
- Understand the role of market research in pricing commercial products
- Realize the impact of market research on responsibility and reasonableness considerations
- Document market research findings and market research reports

Course ID:
MRKT RE GEN-1EL
Length: 1 Day
Course ID:
MRKT RE GEN-2EL
Length: 2 Days
Course ID:
MRKT RE GEN-3EL
Length: 3 Days

Continuous Learning Points (CLPS): Up to 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Exceeded expectations regarding market research strategies and data." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Monitoring and Documenting Contractor Performance

Description

This two-day, elective course helps contracting officers (COs) gain skills to ensure that their contracts are performed according to the terms and conditions set by the contractor and the government. No matter what type of contract is involved, good planning for management of the contract is essential. The contracting officer is responsible for administering the contract. However, assistance is occasionally required from special disciplines depending on the complexity and technical requirements of the contract. The contracting officer's representative (COR) has an important role as a member of the contracting officer's team. The COR must monitor a contractor's progress and assure that the government receives the quality of service(s) or product(s) in accordance with contractual provisions.

Learning Objectives

- Understand the responsibilities of Federal acquisition personnel for monitoring and documenting the contractor's performance
- Learn the standards of conduct that apply to monitoring and documenting the contractor's performance
- Understand the steps in planning to monitor and document performance
- Understand the terms and procedures for conducting performance assessments for performance-based contracts
- Be able to implement contract terms that govern oversight of the contractor
- Understand how to monitor and document the contractor's progress, costs, management of government furnished property, and fraudulent behavior
- Learn how to inspect and accept contract deliverables
- Know what should be done when monitoring uncovers problems
- Understand documentation required at closeout related to the contractor's performance

Course ID:
MDCP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Really liked this course, given that its content is applicable for my current position." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Negotiation Techniques

Description

This five-day, elective course teaches acquisition professionals how to use negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. This course focuses on finding creative, integrative solutions that satisfy each party's interests and needs, resulting in the best possible negotiated outcome. This interactive course includes dynamic hands-on negotiating exercises that allow participants to apply collaborative problem-solving techniques to realistic acquisition challenges.

Learning Objectives

- Given the textbook, describe general negotiation concepts
- Given proposals, technical evaluation reports, the RFP, and results of a cost or price analysis, prepare for and conduct fact-finding sessions
- Given an RFP, contractor proposals, the technical analysis, a completed cost/price analysis (including recommended price-related negotiation objectives), and other analyses of the proposals, develop a negotiation plan based on an assessment of the government's priorities and the strengths and weaknesses of all parties involved in the negotiations
- Recognize and interpret nonverbal cues used by participants (including self)
- When representing the government in a contract negotiation, negotiate win/win outcomes for the government
- Select and apply tactics, recognize tactics used by the other party, and counter win/lose tactics used by the other party
- Given a solicitation, quotation/proposal, analysis report, pre-negotiation plan, and the pre-negotiation strategy, select and correctly apply tactics to accomplish the government's negotiation strategy

Course ID:
NEG TEC-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course was valuable and will help me in my current job, improving negotiation skills." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Performance-Based Service Acquisition

Description

This three-day, elective course discusses the outcomes of the Government Performance Results Act (GPRA), which generated increased agency use of performance-based acquisition (PBA) methods to ensure achievement of contractual objectives. This course includes the latest PBA guidance and samples issued by the Office of Federal Procurement Policy (OFPP). The PBA acquisition process is covered in detail to provide in depth explanation of the benefits (and challenges) of PBA contracting. Through lecture, quizzes, and exercises, participants learn how PBA contracting relates to program and procurement activities. In addition, this course teaches how to determine if a requirement is a candidate for the PBA contracting method.

Learning Objectives

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

Course ID:
PBSA-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Although I didn't know much about PBA contracts, I feel like I obtained a plethora of information." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Writing Performance Work Statements

Description

This three-day, elective course teaches contracting and project personnel the purpose of a performance-based statement of work (PWS) in performance-based acquisition (PBA) and how to organize, write, review, and improve it. There are two ways to provide a specification for a performance-based acquisition: (1) by using a PWS, or (2) by using a Statement of Objectives (SOO).

Learning Objectives

- Describe the history, purpose, and benefits of PBA contracting
- Explain performance work statements (PWSs) and how to write, review and improve them
- Write effective SOO documents
- Describe the importance of a clear, precise, well-written work statement
- Explain the basic requirements of a work statement
- Describe “job analysis”
- Define “performance measures”
- Define “acceptable quality level”
- Define “performance indicators”
- Define” performance standards”
- Write Quality Assurance Surveillance Plans (QASPs)
- Discuss positive and negative incentives used in performance-based contracting

Course ID:
PWS-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

“Well worth the time. I would recommend it to others as I gained knowledge in preparing SOWs.” – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Risk Management in Acquisitions

Description

This two-day, elective course exposes participants to a broader way of thinking about risk, answering the question, "What can go wrong?" Participants work to understand the types of risk and proper methods of mitigation. Should a risk be unavoidable, participants learn methods to best manage and report risks and monitor the risk situation. This course uses interactive risk scenarios to illustrate real world situations and allows participants to apply learned techniques.

Learning Objectives

- Determine risk mitigation techniques to use in a contracting related problem
- Identify the reasons for the presence of risk
- Identify risk mitigation techniques as stated in the DoD RIO Guide (Jan 2017)
- Identify industry risk factors during the contracting process
- Using knowledge of industry risk and personal perspective, formulate viable solutions to a contracting dilemma
- Using knowledge of industry risk and personal perspective, evaluate viable solutions to a contracting dilemma in order to reach a defensible decision

Course ID:
RISK-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The course covered in depth insight on how risk is associated with daily acquisition." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Roles and Responsibilities for Non-Contract Specialists

Description

This two-day, elective course is designed for non-contract specialist personnel who work on contracts with contract managers. This course focuses on the key elements of contract management and how this role engages with other roles in the organization. Through this course, participants will see the larger picture of how they work with and contribute to the overall strategy and outcomes of a contract. Key to this understanding is effective communication and expectation management.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by contract managers
- Describe the roles and responsibilities of contract managers across the project lifecycle and who they interact with at each stage
- Analyze the role of the contract manager in developing and managing requirements and deliverables and how this impacts other key personnel such as non-contract specialists
- Justify contract management decisions as part of problem-solving exercises
- Learn how to establish and communicate contract goals
- Interpret information in case studies, real-world scenarios, and project summaries for practical action
- Learn how to build strong contract management teams among varying personality types

Course ID:
RR NON CS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Scope of Services

Description

This two-day, elective course is focused on giving contracting professionals a roadmap for the optimal creation of a scope of services (SOS). What makes an effective SOS? This course not only covers the elements of an SOS, but also the features that make it a strong foundational document in the sourcing process. The SOS must always define the contractor's obligations and be definitive enough to protect the agency's interests. The SOS must provide clear, complete directions so that the contractor using the SOS alone can finish the job in an effective and efficient manner. This course covers the various types of SOSs and the considerations, planning, and preparation involved with each. Further, it discusses the need for technical evaluation factors, their relationship to the service statement, and their importance in defining the right job and getting the right people to carry it out.

Learning Objectives

- Describe the importance of a clear, precise, well-written statement of services (SOS)
- Distinguish between types of SOSs
- Identify the four basic questions to be answered when developing an SOS
- Explain the basic requirements and language elements of a well-written SOS
- Explain what the Work Breakdown Structure (WBS) is and how it can assist in writing a high-quality SOS
- Compare and contrast types of requirements – completion or term
- Define types of requirements
- Explain what advisory and assistance services are
- Contrast personal and nonpersonal services
- Discuss policy on use of services type contracts
- Discuss the four main groups of evaluation factors that must be in the request for proposal (RFP)

Course ID:
SOS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Good information on the manual. Exercises from course material were perfect for content covered." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Sealed Bidding

Description

This five-day, elective course provides the basics on how contracting officers should set up, and evaluate proposals and award contracts using sealed bidding procedures. Sealed bidding follows FAR part 14, and includes competitive bids, public opening of bids, and resulting awards. This course goes over the preparation for bids, how to publicize, submission of bids, and their proper evaluation.

Learning Objectives

- Evaluate purchase requests to determine if a sealed bid process is viable
- Determine what documents are required for a sealed bid and typical associated proposal elements
- Develop proper process for requesting proposals using sealed bidding procedures, and learn how to handle pre-award inquires
- Determine if preproposal conferences are required and how to properly amend RFPs
- Evaluate cost and pricing data, to include competitive range fact-finding
- Conduct negotiations and resolve mistakes
- Develop process for preparing awards and perform debriefs
- Implement best procedures for handling protests, detecting fraud, and processing bids

Course ID:
SBID-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Services Contract Law Statute

Description

This two-day, elective course will help participants understand the Service Contract Act's (SCA) labor requirements and how this knowledge is useful when drafting proposals and negotiating contracts. The SCA protects lower wage earners by setting a salary floor and requires defined fringe benefits. Participants will learn when the SCA applies and how they are enforced.

Learning Objectives

- Understand when the SCA applies, its coverage, and exemptions to the provisions
- Determine SCA wage procedures and prevailing labor rates issues
- Recognize the SCA prevailing fringe benefits and how to measure health and safety benefits that make up these benefits
- Understand applicability of the act to subcontractors and special problems of off-site contracts
- Know applicable overtime compensation provisions of the SCA law and how to account for overtime
- Distinguish the interrelationship of the SCA with other labor laws

Course ID:
SCAS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Simplified Acquisition Procedures (Basic)

Description

This five-day, elective course is a must for industry and government professionals who have specific purchasing requirements for equipment and services. The course focuses on the importance of market research in planning and preparing for the buy. It explores the dimensions of best value methodology as it applies to simplified acquisition and builds confidence in making successful purchasing decisions on every requisition.

Learning Objectives

- Determine when adequate competition is achieved
- Describe strategies and techniques for improving accomplishment of socioeconomic requirements
- Implement effective planning techniques
- Use evaluation factors and negotiation techniques to achieve best value
- Discuss how the evaluation process is a key component in the best value decision
- Recognize and deal with fraud
- Identify relevant quality assurance issues
- Describe the steps involved in payment and closeout
- Use appropriate monitoring techniques

Course ID:
SAP B-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"I was engaged in the learning process and came out very satisfied with this course." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Simplified Acquisition Procedures (Advanced)

Description

This five-day, elective course calls upon the solid foundation established in the Basic Simplified Acquisition course and participants' procurement experience to date, which is used to engage in discussions and problem-solving situations. The course focuses on the importance of understanding the more advanced issues associated with conducting purchases using simplified acquisition procedures, the reporting of those actions, and the standards of ethical conduct for all Government employees. It also covers commercial open market purchases, including those above the micro-purchase threshold and up to the expanded threshold for commercial items. Completion of this course will further assist in participants' understanding of why you are required to accomplish certain tasks, like specific purchasing requirements for equipment and services and building confidence in purchasing decisions.

Learning Objectives

- Describe simplified acquisition procedures for (a) open market purchases and (b) competed requirements
- Solicit both (a) offers to purchase and (b) offers for one or more types of leasing arrangements
- Review proposed business management and technical evaluation factors
- Develop and conduct negotiation objectives for simplified acquisitions
- Conduct monitoring, inspection, and acceptance of supplies and services rendered by the contractor
- Review and approve payment in accordance with Fast Payment procedures
- Close out acquisitions with possible modifications, cancelations, and negotiations
- Determine surveillance needed for effective contract administration and follow-up procedures

Course ID:
SAP A-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Simplified Acquisition Procedures Refresher

Description

This two-day, elective course provides a good understanding of the Simplified Acquisition Procedures (SAP) involved in making awards under the Simplified Acquisition Threshold (SAT). Solid knowledge of these procedures is a must in order to take advantage of the streamlining aspects of the SAP FAR policy. Most contracting officers start their careers performing simplified acquisitions. Since this is one of the most frequently used acquisition procedures, it is imperative that contracting officers occasionally refresh their knowledge in this area.

Learning Objectives

- Obtain a working knowledge of the process and procedures used when performing an SAP
- How to evaluate purchase requests for possible procurement using SAP
- Understand the applicability of socioeconomic factors in procurements performed using SAP
- Gain a general knowledge of the administration of purchase, task, and delivery orders

Course ID:
SAP REF-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Source Evaluation and Selection (Basic)

Description

This two-day, elective course is designed to provide participants with information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. Class participants will be assigned to projects that reinforce source selection procedures and sound business judgment in selecting the successful contractor.

Learning Objectives

- Implement formal source selection procedures involving the responsibilities of boards, councils, panels, or groups who perform the evaluation
- Evaluation procedures used in selection, including clarifications, disposition of deficient proposals, and discussions with the source selection organization and the offerors
- Understand lowest price technically acceptable (LPTA) methodology
- Apply the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Negotiate procedures and request of final proposal revisions (FPRs)
- Apply the procedures to follow in the source selection discussion process

Course ID:
SES B-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"This was an excellent class for broadening my knowledge and the encouraged interaction helped." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Source Evaluation and Selection (Advanced)

Description

This three-day, elective course builds on participants' learning on subjects of source selection planning, comprehension of standards and factors, best practices for preparation of offers, and how to conduct communications with those who are making offers. Source Evaluation and Selection (Advanced) builds on the prior knowledge of source selection as well as the legal basis for the process of source selection. Additionally, participants will learn how to make Best Value Proposals and debriefings in the most effective way. Participants use hands-on case studies and discussions to learn the best way to complete a source selection.

Learning Objectives

- Understand the performance standards for the acquisition system as set forth in the FAR
- Identify the major impacts of the following three laws on our acquisition approach
- Identify the type of acquisitions that should not use source selection procedures
- Describe the value adjusted total evaluated price VATEP source selection procedure and identify its position of the best value continuum
- Discuss how lack of adequate resources impacts an agency's ability to mitigate the risk of unsuccessful contractor performance
- Discuss "best practices" agencies can implement to improve tracking of contractor performance
- Identify the two major categories of contract types and discuss the role risk assessment plays in determining which type contract to use and how mitigation impacts the technical, cost/price and past performance evaluations in a source selection
- Identify the methods of rating proposals and the narrative associated with each rating methodology
- Identify the timeframes that the government has an opportunity to communicate with offerors as well as other important communications between the contractor and the government

Course ID:
SES A-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"I loved all the examples. I would highly recommend this course to any 1102 or COR." – 2018 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Source Evaluation and Selection (Best Value)

Description

This two-day, elective course guides those in the acquisition workforce to understand the importance of learning the trade-off approach used in achieving a best value acquisition (BVA). Often, this role goes unknown. During this course, participants learn how to best select a trade-off and the steps in constructing, planning, conducting, and fully executing a BVA. Participants of this class learn the outcomes of source selections. Participants gain hands-on experiences and work through exercises to best ensure their understanding of Best Value Source Selections during this course.

Learning Objectives

- Implement formal source selection procedures involving the responsibilities of boards, councils, panels, or groups who perform the evaluation
- Evaluation procedures used in selection, including clarifications, disposition of deficient proposals, and discussions with the source selection organization and the offerors
- Understand lowest priced technically acceptable (LPTA) methodology
- Apply the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Negotiate procedures and request of final proposal revisions (FPRs)
- Apply the procedures to follow in the source selection discussion process

Course ID:
SES BV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Category Management

Description

This three-day, elective course defines category management as an approach the Federal Government is applying to make better acquisition decisions and leverage unified buying power by acting more like a single organization. Category management as a practice, creates efficiencies in ordering, processing, sustainment, and closeout of products and services in the lifecycle of acquisition needs for the government. Strategic Sourcing is a key component of the category management framework. This activity is the business process analysis that gives a wholistic view into not only the agency spending, but also to the greater spending habits of the government, and leveraging that information to help participants make better business decisions.

Learning Objectives

- Identify core areas of spend in the agency
- Collectively develop informed levels of purchase knowledge
- Leverage shared best practices across agencies
- Provide acquisition, supply, and demand management solutions
- Strategically source across Federal agencies in communities of practice
- Establish procedures to recognize total cost savings, value, and socioeconomic participation
- Collaborate with industry to develop optimal solutions

Course ID:
CAT MAN-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

Participants need laptops and internet access.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Task Order Contracting

Description

This two-day, elective course develops skills at establishing task and delivery order contracts and ordering against such contracts. The learning objectives are achieved through critiquing excerpts from sample solicitations for multiple award task order contracts; developing pre-negotiation positions on loaded labor rates for task order contracts; identifying requirements that may (and may not) be placed against sample task order contracts; critiquing statements of work, and other terms drafted for individual orders, based on government requirements and the terms of a sample task order contract; determining whether single source orders are proper under FAR 15.505(b)(2); determining whether an awardee may properly be considered for an order; developing or critiquing plans for multiphase evaluations/down selections based on government requirements and the terms of a sample task order contract; developing pre-negotiation positions on proposed prices of individual orders; and performing task order closeouts.

Learning Objectives

Establishing Task Order Contracts:

- Determine whether to establish task order contracts
- Draft statements of work for task order contracts
- Establish the basis for pricing offers
- Establish non-price factors for award
- Select the indefinite delivery vehicle
- Determine whether to make multiple awards
- Solicit and evaluate offers

Ordering Against Multiple Award Task Order Contracts:

- Determine whether a requirement may be ordered under the contract
- Draft a statement of work and other terms for the order
- Determine whether to consider all awardees for the order
- Determine which awardees (if any) to contact prior to placing an order
- Conduct exchanges with one or more of the awardees

Course ID:
TOC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very pleased with the course." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Types of Contracts

Description

This one-day, elective course provides participants with a basic understanding of various types of contracts used in the Federal Government as well as the best application of each for the benefit of the government and for the contractor.

Learning Objectives

- Identify types of contracts – fixed price vs. cost reimbursable
- Examine and evaluate the use of fixed price contract types including: firm fixed price (FFP), fixed price with economic price adjustment (FPEPA), fixed price award fee (FPAF), fixed price prospective re-determinable (FPPRD) and fixed price incentive (FPI)
- Examine and evaluate the use of cost reimbursable contract types including: cost plus fixed fee (CPFF), cost plus incentive fee (CPIF), cost plus award fee (CPAF), cost or cost sharing (C/CS)
- Examine and evaluate the use of time & materials (T&M) contract types

Course ID:
TYPES-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great class! Really enjoyed the exercises while gaining my contract hours." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Understanding Protests

Description

This one-day, elective course provides a broad understanding of protests in government contracting. As requests for products and services become more complex, the inevitability of protests grows. Due to time and resource constraints, many agencies do not have a plan to avoid bid or award protests. This course provides proven, well-documented methods for agencies to prevent protests and to defend against them. Additionally, it will discuss the Bid Protest Process and why most contractors protest.

Learning Objectives

- Walk through the anatomy of a protest at the U.S. Court of Federal Claims
- Identify the grounds for protests
- Understand the purposes of bid protest procedures
- Identify who can file or be a party to a protest
- Master procedures for bringing and resolving protests
- Identify common mistakes in pre- and post-award acquisitions
- Understand procedures for preparing agency response and reviewing protestor replies
- Understand the basis for and impact of GAO decisions and recommendations
- Apply methods to overturn a protest
- Avoid future protests

Course ID:
PROTEST-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very pleasant course! What I liked the most was that the cases were discussed with the whole class and deeply engaged us." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Writing Statements of Work

Description

This three-day, elective course uses lecture, discussion, practical exercises, and case studies to teach contracting and project personnel how to write, review, and improve statements of work for studies, analysis, evaluations, management, professional support, and IT requirements. Included is instruction on developing evaluation factors and developing weights for those factors.

Learning Objectives

- Describe the importance of a clear, precise, well-written statement of work (SOW)
- Distinguish between types of SOWs
- Identify the four basic questions to be answered when developing a SOW
- Describe basic requirements and language elements necessary to ensure a well-written SOW
- Understand the importance of and basic purpose of the Independent Government Cost Estimate (IGCE)
- Identify the cost elements of a typical IGCE
- Describe the process for identifying valid factors to be used for evaluation
- Discuss the four main groups of evaluation factors that must be in the Request for Proposal (RFP)
- Discuss the general rules of contract interpretation

Course ID:
SOW-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"I was really pleased with this course information! I learned way more than I anticipated." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Project and Program Management Courses

Complete your FAC-P/PM entry-, mid- or senior-level certification with our training courses that are DAU equivalent. Our courses are third-party verified and implement adult learning techniques to make them easily assimilable for our participants. BMRA offers a complete path from entry- to senior-level certification. Plot your course path using this guide and start your career in motion.

FAC-P/PM

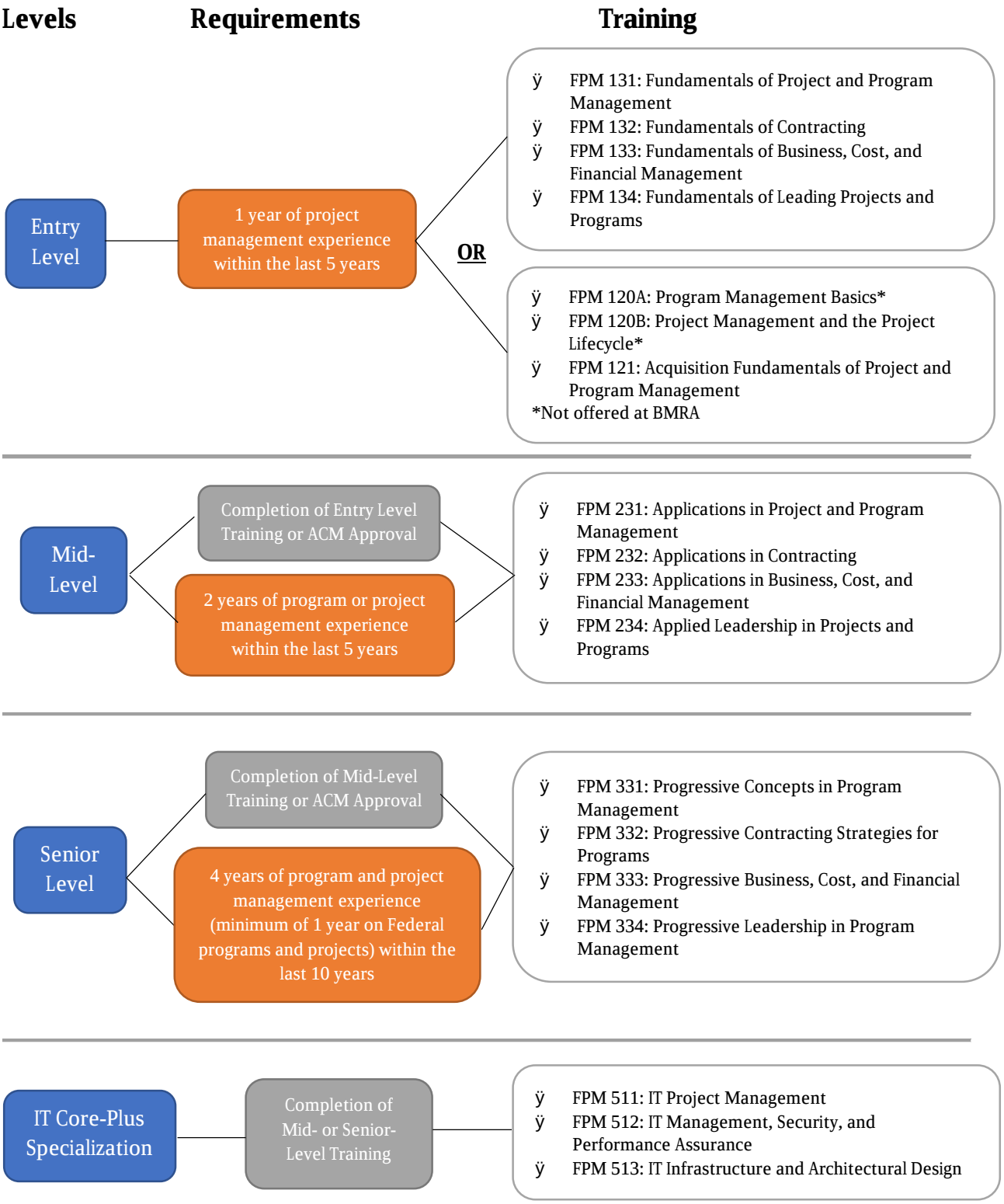
The Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) program is for acquisition professionals in the Federal Government performing program and project management activities and functions. The career function of a program and project management professional not only includes developing accurate government requirements, defining measurable performance standards, and managing lifecycle activities. It also ensures the intended outcomes are achieved in an efficient and agile manner in the best interest of the government.

The FAC-P/PM focuses on essential functional and technical skills needed for P/PMs. While it does not include agency-specific competencies, BMRA instructors are skilled at wrapping in the applicable agency policies so you can see how your function integrates these principles. FAC-P/PM applies to all executive agencies, except the Department of Defense (DoD).

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FAC-P/PM Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.



© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 121: Acquisition Fundamentals of Project and Program Management

Description

This five-day course builds on and covers the basic concepts participants learned in FPM 120A and FPM 120B. Participants will now apply the concepts in team-based practical exercises. This course provides the basic knowledge and skills needed by an entry-level project manager to successfully manage a small project or be an effective member of an integrated project team (IPT). Upon successful completion of this course, you will clearly understand how to fulfill entry-level program/project management obligations.

Pre-Requisites: FPM 120A, FPM 120B

Learning Objectives

- Integrate multiple roles and responsibilities as invested resources to make program/project decisions
- Develop elements of key program/project management deliverables to plan a program or project throughout its lifecycle
- Define the process for developing program specification requirements and a performance work statement that defines the project, addressing roles and missions
- Describe the source selection process, acquisition planning, market research, request for proposal (RFP), and evaluation of proposals and contract award
- Justify program/project management decisions as part of problem-solving exercises
- Connect principles of systems engineering to monitoring and controlling a program/project
- Examine program/project performance in terms of cost, schedule, and scope
- Interpret information in case studies, real-world scenarios, and project summaries to determine best solutions for the program/project

Course ID:
FPM 121

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 131: Fundamentals of Project and Program Management

Description

This four-day course provides the foundation for effective requirements development, systems management, and introduction to the lifecycle of Federal Government projects.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Illustrate the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle
- Define and develop the foundations of a project plan, Work Breakdown Structure (WBS), budget, schedule, and other resources
- Manage and control the project against the baseline
- Analyze the role of the program manager in developing and managing requirements
- Discusses key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Discuss and apply Total Life-Cycle Systems Management (TLCSM)
- Close out a project effectively

Course ID:
FPM 131

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"Excellent course – would recommend to others because of the flow of information!" – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 132: Fundamentals of Contracting

Description

This three-day course provides the foundation for basic concepts required by the Contracting Competency. This course covers the fundamentals needed to effectively manage Federal contracts and acquisitions. Program and Project Managers (P/PMs) are required to have a thorough understanding of Federal contracting actions and the policies that apply to the acquisition process. This course introduces Federal contracting and focuses on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance & administration. The course also introduces and explains the critical steps that must be taken to have a successful contracting process.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Describe the purpose, goals, and roles & responsibilities of the Federal acquisition system
- Discuss the importance and key aspects of acquisition planning
- Describe the elements of contract formation: solicitation, evaluation, and award
- Explain the functions performed to terminate and closeout a contract

Course ID:
FPM 132

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

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

Description

This three-day course provides the foundation for applying effective cost estimating, Federal budgeting, and the earned value management (EVM) principle on projects.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Outline the process for building a viable business case containing both qualitative and quantitative decision criteria
- Describe key concepts relating to cost estimating
- Describe the Federal budgeting process
- Allocate funds from each type of appropriation
- Describe key concepts relating to earned value management (EVM)
- Analyze various performance measures as a means of managing a program
- Create an action plan

Course ID:
FPM 133

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course allowed me to enhance my skills to become a more effective COR and to understand other team roles." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 134: Fundamentals of Leading Projects and Programs

Description

This two-day course provides the foundation for leadership, which is critical to the success of all high-performing program and project managers. Specific topics covered are problem-solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication. Exercises are used to emphasize the importance of other essential leadership skills including: teamwork; collaboration and communication; personality types and preferences; negotiation skills; and organizational and team structures for optimum performance.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Explain the role of leadership in project management
- Hold project team members accountable for results
- Recognize when different conflict management approaches are most effective
- Use effective oral and written communication skills with stakeholders
- Discuss leadership techniques to maximize customer satisfaction

Course ID:
FPM 134

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 231: Applications in Project and Program Management

Description

This four-day course will allow participants to develop the comprehension and application skills needed to construct an overall acquisition strategy approach in a simulated integrated project team (IPT) environment. The course emphasizes crafting an integrated approach to systems management, including developing requirements, technology and risk management, test and evaluation, and integrated logistics support. Participants will apply what they learn in team-based practical exercises.

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Participate as a team member or lead an IPT toward achievement of project goals
- Manage Federal projects within a strategic decision environment that integrates the competing drivers of agency requirements development, programming and budgeting, and governance of the project lifecycle ("Big A")
- Craft system requirements that fill agency capability gaps and analyze solution alternatives
- Apply technical management processes that result in a balanced systems design
- Comprehend the linkage between requirements development, systems engineering, test and evaluation, and product support

Participants need laptops and internet access.

Course ID:
FPM 231

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"Very well structured. Handouts were effective and content greatly added to my PM knowledge." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 232: Applications in Contracting

Description

This three-day course will allow participants the opportunity to practice acquisition planning in an integrated team setting through lecture, discussion, case studies, and practical exercises. Participants will discover how the project/program manager differentiates duties and responsibilities while working with the contracting officer (CO) and contracting officer's representative (COR) to assemble a comprehensive acquisition plan while accounting for contract risks; conducting market research; building effective contract incentives; navigating the challenges inherent with non-developmental and commercial item acquisitions; and crafting performance work statements (PWSs), statements of objectives (SOOs), and statements of work (SOWs).

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Examine the leadership and management processes associated with acquisition planning
- Interpret the differences in business processes between industry and the Federal Government as they relate to contracting
- Correlate the relationship between the acquisition strategy and the acquisition plan
- Formulate an acquisition strategy, which includes a comprehensive contracting approach that accounts for contract risks
- Illustrate the basis for building and maintaining effective contract incentive relationships
- Differentiate the key features of pre-award actions, contracting methods, and policy required by the Federal Acquisition Regulation (FAR)
- Conduct market research, including considerations for using non-developmental and commercial items, as well as socioeconomic considerations
- Account for the factors that determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning
- Formulate the key features of a comprehensive project PWS, SOO, or SOW

Course ID:
FPM 232

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Course was superb! Worth my time to gain my FAC-P/PM." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

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

Description

This three-day course will allow participants to develop application and analysis skills in estimating cost and using cost-related information to formulate and manage project financials and assemble a viable business case. Participants will work through the steps of project budget formulation, execution, and financial reporting in compliance with Office of Management and Budget (OMB) guidance and procedure. Participants will also apply earned value management (EVM) skills as a tool for tracking contractor performance, managing risk, and adjusting project strategy. Participants will apply their skills managing the operational business dynamics inherent within the scope of Federal projects in team-based practical exercises.

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Construct and present for evaluation a viable business case based on sound cost-benefit analysis, containing both qualitative and quantitative decision criteria
- Formulate and use cost estimating processes, methods, techniques, and analytical principles
- Integrate the common forms of cost estimating and cost analysis into the formulation of financial programs and budgets, budget analysis, and execution
- Analyze and allocate funds within the appropriations categories and correctly commit and obligate funds from each appropriation
- Apply and track a program according to applicable agency policy for financial planning, budget development, budget execution, and OMB Circular A-11 application
- Track project compliance with applicable Federal and agency earned value management (EVM) policies and processes
- Assist in the preparation for and participate in an Integrated Baseline Review (IBR) or similar review for performance measurement
- Apply the basic concepts of EVM, including cost and schedule project status indicators, and illustrate how EVM relates to managing project risk
- Employ techniques to adjust project strategies when EVM indicators indicate high risk or threaten breach of a project threshold

Course ID:
FPM 233

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Material is dense and thoughtful which helped me to obtain a better understanding." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 234: Applications in Project Management

Description

This two-day course provides skills in forming and leading integrated teaming arrangements. Effective communication strategies are used to build alliances, focus decision making, and resolve interpersonal and organizational conflict. Participants will develop critical thinking skills needed to process and synthesize information to arrive at new levels of insight regarding project risks, stakeholder engagement, and the political backdrop that affects projects and programs. Participants will gain mentoring skills to lead their team to arrive at acceptable team solutions with issues that pose risk to project performance, and they will learn to take responsibility and accountability for their performance.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Entry-Level.

Learning Objectives

- Lead and facilitate an integrated project team toward achievement of project goals
- Apply an effective communications approach to build networks and foster professional alliances
- Apply critical thinking techniques to improve overall individual and team performance
- Construct effective and timely decisions, adjusting for time-sensitive situations or when relevant information is limited
- Demonstrate the ability to develop new insights and question conventional approaches, while encouraging new ideas and innovations to design and implement new or cutting-edge plans and processes
- Mentor others to accept recommendations, cooperate or change their behavior, work with them toward an agreement, and negotiate to find mutually acceptable solutions
- Foster the talent of others to perform by providing ongoing, effective feedback
- Resolve interpersonal conflicts, grievances, and confrontations to minimize negative personnel and organizational impact
- Determine the impact that stakeholder relations have on programmatic success
- Identify and effectively leverage the internal and external political environment that impacts the project

Course ID:
FPM 234

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great class that fostered relevant discussions and articulated concepts." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 331: Progressive Concepts in Program Management

Description

This four-day course transitions the technical knowledge and abilities required in project management to those needed to orchestrate more complex projects collectively as programs. Participants engage and solve problematic issues by synthesizing requirements into viable acquisition strategies and evaluating those strategies as programs evolve. Technology management processes are explored and evaluated with the goal of implementing a balanced system design, as well as tracking asset developer technical progress and reporting. Test and evaluation approaches are evaluated as a primary means to manage technical risk. Viable approaches to product support and supply chain management are addressed as a roadmap to increased system readiness, affordability, and a reduced logistics footprint.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Design the charter and functions, select and assign membership, and lead integrated project teams and other program-oriented working groups
- Manage the analyses of user requirements to optimize system performance relative to cost and schedule
- Facilitate the development of the program acquisition approach, define program scope, and coordinate an Integrated Master Plan and Integrated Master Schedule
- Manage the integration of business and technology management strategies—accoun ng for cost, schedule, and performance risks—that delivers best value and meets capability requirements
- Synthesize the efforts and output of cross-functional teams in preparation for and execution of milestone and stakeholder reviews of the program
- Collaborate with the office of the agency chief information officer (CIO) to define information technology (IT) metrics and strategies to support fulfillment of agency strategic objectives
- Manage development and application of effective system performance measures that provide early indication the selected design solution will meet user requirements
- Formulate, implement, and evolve a rigorous systems engineering management program that tracks engineering and specification requirements back to user and agency mission requirements.
- Evaluate technical management processes and tools used in system engineering, including configuration management, technical performance measures, and technical design reviews that ensure consistency of a product's attributes with its requirements

Participants need laptops and internet access.

Course ID:
FPM 331

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"Good class I learned how to deal directly with PM instead of working around it." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 332: Progressive Contracting Strategies for Programs

Description

This three-day course provides participants with the knowledge and ability to integrate, evaluate, and lead the program strategy that merges the contract-related components of the program acquisition strategy into a viable approach for program procurement. In a simulated case-study setting, participants will evaluate acquisition planning actions, adjust those plans according to policy and program risk, and then orchestrate source selection of a complex program. Exit criteria are developed and defended, as related to the program's contracting approach, that balance stakeholder expectations of successive phases in the program lifecycle. Special treatment is given to the acquisition of services that support agency technical and business management requirements, as well as facilitating a negotiated baseline of performance between the operational users and corresponding commercial and organic support providers.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Manage the leadership and processes associated with the integration of program planning and acquisition planning
- Adapt pre-award actions required by the Federal Acquisition Regulation (FAR) considering contract terms and conditions
- Assess the coordination actions for the preparation of a comprehensive program specification and the statement of objectives (SOO), or statement of work (SOW), or performance-based statement of work (PBSOW)
- Orchestrate the preparation, implementation, and justification of contracting approaches within the acquisition strategy, along with an ongoing risk management process
- Evaluate compliance with the application of Federal and agency acquisition policies to meet user/mission requirements when engaged in the acquisition of services
- Collaborate with the program contracting officer and orchestrate the source selection process, commensurate with the complexity of the procurement
- Facilitate the contractual relationship with domestic and international buyers outside the agency that sponsors the program acquisition
- Construct and facilitate a negotiated baseline of performance between the operational users and corresponding commercial and/or organic support providers
- Develop and defend the overall strategy for managing the coordination and development of the contracting strategy, including origination of exit criteria for each acquisition phase as applied to contracting

Participants need laptops and internet access.

Course ID:
FPM 332

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Overall a good course with an accurate flow!" – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 333: Progressive Business, Cost, and Financial Management

Description

This three-day course advances the experienced project manager into the business enterprise tasks of leading complex projects and larger, collective programs. Using case studies and simulations, participants will evaluate for merit and evoke risk management strategies resulting in program-level adjustments to financial plans and cost benefit analysis, in preparation for presenting and defending a business case before program stakeholders. Earned value management (EVM) metrics are evaluated, followed by program adjustment decisions based on EVM data. Emphasis is placed on managing cost and financial risks within the broader context of a Total Life-Cycle Systems Management (TLCSM) approach to program management.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Identify, apply, and integrate agency financial policies and directives relevant to the program
- Forecast the need for and direct financial planning exercises, accounting for the risks associated with financial planning
- Assess the coordination actions for the preparation of a comprehensive program specification and the statement of objectives (SOO), or statement of work (SOW), or performance-based statement of work (PBSOW)
- Manage the proper use of funds from each appropriation, as well as interpret appropriations law and the various appropriations categories
- Manage the application of Total Life-Cycle Systems Management (TLCSM) or similar concept, which requires the program manager to base decisions on system-wide analyses and system performance and affordability and manage the program risk of those decisions
- Oversee and facilitate program application of common cost estimation techniques and applications
- Oversee and facilitate program application of common cost analysis techniques and applications
- Evaluate programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria
- Evaluate program application of earned value management (EVM), the criticality of the integrated baseline review (IBR) or similar review process, and how to interpret the EVM indicators and resulting analysis
- Assess for merit a cost-benefit analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review

Participants need laptops and internet access.

Course ID:
FPM 333

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"It fostered a strong understanding of the topic. Will help me with my work." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 334: Progressive Leadership in Program Management

Description

This two-day course expands participants' interpersonal and mentoring skills required in complex programs. Critical thinking is explored as a means for problem solving and decision making in potentially volatile, uncertain, complex, and ambiguous operating environments. Participants will gain awareness of how modeling responsible and accountable behaviors relates to effective and efficient use of program resources. Stakeholder relationship skills are gained through role-playing exercises. Participants gain global awareness of the linkage between organizational vision and objectives through plan execution.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Foster a work environment where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization
- Organize and participate in a mentoring program for new project and program managers
- Model well-developed oral and written communications skills and foster their development in subordinates
- Mentor individuals and integrated project teams (IPTs) to apply critical thinking to increase overall individual and team performance
- Identify, assess, and resolve programmatic problems and use sound judgment to identify corrective courses of action
- Demonstrate a high level of responsibility and accountability for effective use of program resources
- Manage effective and timely stakeholder relationships that generate buy-in to the business and technical management approach to the program
- Evaluate and remain current on local, national, and international policies and trends that affect the organization and shape stakeholders' views
- Oversee the formulation of organizational objectives and priorities and implement plans consistent with the long-term interests of the organization in a global environment
- Manage to a long-term organizational view that fosters a shared vision and acts as a catalyst for change

Course ID:
FPM 334

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Provided insight into approaches. Informative, fun, and learned a lot!" – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 418: Project Management for Contracting Professionals

Description

This three-day course explores the distinct issues in project management that are faced by contracting professionals such as regulations (the FAR), procedures, (requirements definition and SOW creation), evaluation (CPARS), and personnel (CO and COR relationship and interaction with other interested parties from program offices to Congress). This unique environment creates synergies between many of the skills that make program management successful and those that make contracting successful. These skills include priority setting, personnel management, expectation setting, negotiating, simple writing, and effective communications. This course will explore a variety of tools used in project management that would be useful in contract management scenarios.

Learning Objectives

- Apply current contract management skills to project management
- Apply the tools of project management to contracting such as planning, budgeting, execution, and reporting
- Use visual tools of project management to create efficiencies in contracting including GANTT charts, task lists, and Kanban boards
- Understand how the FAR impacts the management of a project
- Understand how CPARS should be considered during a project and how to leverage the data to create better outcomes
- Learn how to apply best project management practices to contracting to create a high-performing acquisition team

Course ID:
FPM 418

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 432: Agile Project Management for the Federal Environment

Description

This three-day course introduces participants to basic acquisition principles of an Agile project management environment, based on the current policies and practices of the Federal Government. Agile contracting has, as its key tenant, Agility – change management, communication, and coordination among all parties involved. This methodology was originally developed for IT systems, since Agile system design techniques originated in that field. Originally developed for software engineering teams, it works with the concept of short, demonstratable steps with interface (communication) with the client throughout the process.

Agile is built around the concept of using short, highly structured project cycles called Sprints. This course will demonstrate this technique and provide interactive exercises to help participants to apply this skill to their projects.

Learning Objectives

- Learn what Agile development is and how it helps the government get better outcomes for cheaper
- Understand how to identify projects that are best suited to the Agile development process
- Learn how the Agile process differs from "traditional project management" processes
- Use Sprints to create micro bursts of attainable milestones and demonstrate progress, transparency, accountability, and measurable success or raise issues before they become problems
- Learn how Agile complies with the requirements of the FAR
- Understand where to find more information the Agile processes will benefit the organization

Course ID:
FPM 432

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 511: Managing IT Projects

Description

This four-day class prepares participants to manage IT projects and programs using processes based on modular procurement. Participants will learn to craft a contract strategy that accommodates rapid changes in technology, multiple contractors, interoperability, and integration risk. This comprehensive course begins with strategy development, and then progresses through business reengineering, agile development, integration, and measurement of technical performance. Compliance with IT-related Federal laws, regulations, and guidance will be highlighted throughout the course. Managing multiple stakeholders in cross-agency initiatives will be discussed as well.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Collaborate with the office of the agency chief information officer (CIO) to define and implement information technology (IT) strategies and metrics to support fulfillment of agency strategic objectives
- Develop a comprehensive acquisition strategy, business case, concept of operations, and cost-benefit analysis for a contemporary IT program
- Demonstrate the principles and methods of IT capital investment analysis and business case analysis, including return on investment analysis
- Develop change management strategies, including IT workforce change management
- Comply with IT-specific Federal laws, regulations, and guidance
- Implement modular contracting methods and agile delivery based on the modular contracting toolkit
- Apply quantitative methods of financial analysis to modular development efforts
- Develop and manage a program budget based on the technology business management framework and taxonomy
- Use IT market research and technology awareness to stay up-to-date with industry trends and alternative technologies
- Integrate IT projects into programs and cross-agency initiatives, including dynamic schedules
- Assess the quality and applicability of prototypes and commercial off-the-shelf (COTS) solutions
- Manage, prioritize, and deliver customer-centric requirements, then report progress through TechStat
- Manage risk, including assessment of failures and consequences
- Translate IT initiatives in business terms for stakeholders and set expectations
- Plan and incorporate automated-quality checking, testing, and evaluation into Agile delivery and DevOps

Course ID:
FPM 511

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"This was a helpful course in enforcing a development program, much needed to sharpen my IT PM skills." – 2018 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 512: IT Management, Security, and Performance Assurance

Description

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

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Ensure the agency enterprise architecture and capital planning and investment control (CPIC) process is integrated with strategic budget and planning
- Incorporate security into enterprise and segment architectures in accordance with the Federal Information and Security Management Act (FISMA)and the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity
- Use the Federal Risk and Authorization Management Program (FedRAMP) to accelerate the adoption of secure cloud solutions
- Use the Trusted Internet Connection (TIC) Initiative to reduce, consolidate, and secure telecommunication connections, as well as automatically enforce HTTPS in modern web browsers
- Identify the need for supply chain risk assessments and recognize the cost and benefits
- Apply the NIST Risk Management Framework and FBI technology standards to assess and reduce exposure to cyber risk
- Ensure inclusion of requirements for interoperability and standardization across shared services
- Protect the data layer, including record retention, storage, and data management
- Incorporate emerging technologies, such as blockchain and artificial intelligence into a program strategy

Course ID:
FPM 512

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"Course materials were informative and I enjoyed relating my work back to the case studies." – 2019 participant

Participants need laptops and internet access.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FPM 513: IT Infrastructure and Architectural Design

Description

This four-day course prepares participants to plan, manage, and implement accessible, mobile-friendly websites and applications. Participants learn to incorporate agile principles and best practices into the program business case and use tools to manage backlogs and forecast resource needs. Modern data and configuration management methods and tools are introduced. Participants also learn to assess the readiness of legacy applications for cloud migration. Business intelligence tools and practices are discussed. Proactive methods of information assurance from planning through certification are covered.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Meet modern citizen expectations for customer experience and contact center services
- Identify and implement special considerations for acquiring IT products to support citizens with special needs
- Operationalize the principles, procedures, and tools of data management and optimization
- Use established standards and metrics to categorize IT systems by the level of security commensurate with risk
- Assess, evaluate, and monitor IT programs for compliance with Federal laws, regulations, and guidance
- Employ modern configuration management processes and tools
- Assess legacy application readiness for cloud migration
- Incorporate service delivery metrics and analytics into plans for operations and sustainment
- Employ business intelligence tools for performance monitoring and to track progress toward technical goals
- Review and update a program resource strategy, including capacity plans and gap analysis
- Identify and analyze the value of new technologies to meet emerging stakeholder needs
- Assess the fitness of a project and environment for Agile development
- Apply Agile best practices including conduct of Agile IT Investment and Sprint Framework Reviews, a working board, and use-case development
- Deliver useable increments and engage end users throughout development and user acceptance testing

Course ID:
FPM 513

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating:

Testimonials:

"This course was so useful! Detailed material on cloud and IT infrastructure was appreciated." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Program and Project Management Electives

So you have your certificate, now what? You need to maintain it of course! To keep your certification fresh and to learn new areas essential to your position, we recommend using electives. BMRA works tirelessly with agencies to determine what electives are most needed by their departments.

There are many electives in this catalog which fulfill required credit hours. See our other discipline sections for other courses of interest or of a particular need for you or your department.

Don't see what you need here? Call us: 703-691-0868 x 22.

Talk to our business development team who are skilled in deciphering your needs and finding solutions. Whatever your need, BMRA is here to help. Perhaps you need something with a particular issue on teaming or communication for a complicated program or project. In addition, we have SMEs who are vastly knowledgeable about the marriage of PPM and specific subject areas like IT and Agile. Our instructors are also facilitators and can work with your agency or department on specific requirements. Give us a call today and see what BMRA can do for you.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Essentials of Project Management for the Non-Project Manager

Description

This two-day, elective course is designed for non-project management personnel who work on projects with project managers. This course focuses on the key elements of project management and how this role engages with other roles in the organization. Through this course, participants will see the larger picture of how they work with and contribute to the overall strategy and outcomes of a project. Key to this understanding is effective communication and expectation management.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle and who they interact with at each stage
- Analyze the role of the project manager in developing and managing requirements and how this impacts other key personnel
- Justify program/project management decisions as part of problem solving exercises
- Learn how to establish and communicate project goals
- Interpret information in case studies, real-world scenarios, and project summaries for practical action
- Learn how to build strong teams among varying personality types

Course ID:
PM NON PM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Information Technology Acquisitions

Description

This two-day, elective course provides participants with a broad overview of IT acquisition including IT project management, best practices, performance and quality assurance, lifecycle management, and risk management. The participants will receive a basic overview of the Project Management Institutes' PMI PMBOK covering IT acquisition and also the current PM program control methodologies. This course uses a combination of interactive lecture and case studies.

Learning Objectives

- Review IT project management techniques and models including PMBOK Life-Cycle, FAI Life-Cycle, CMS Expedited Life-Cycle (XLC), Agile, Scaled Agile Framework and Required Assumptions Traditional Model
- Practice acquisition planning by researching forward - looking data and the application of Acquisition Governance
- Learn current IT project management processes including PMBOK best practices, waterfall design reviews (WDR), SCRUM methodology, Agile, XLC process, service oriented architecture (SOA) and analysis of alternatives (AoA)
- Manage IT project performance and quality assurance by using the steps of QA including developing a Work Breakdown Structure (WBS), quality management plan, Quality Assurance Surveillance Plan (QASP) and the seven basic tools of measuring and implementing quality
- Integrate lifecycle management and logistics approaches such as performance-based logistics and product support plans
- Use the risk management framework (RMF) to integrate security and risk management activities into the system development lifecycle

Course ID:
IT ACQ-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Complex topics were broken down in easy to understand ways. It motivated me to hone my skills." – 2019 participant

Participants need laptops and internet access.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Introduction to the Acquisition of Agile Services

Description

This three-day, elective course introduces participants to basic acquisition principles of an Agile project management environment, based on the current policies and practices of the Federal Government. Contract managers also benefit from an Agile environment when evaluating contracts. The class utilizes interactive case studies to embed the applied principles of Federal acquisitions with the Agile approach in practice. Participants not only experience the challenges of applying an Agile acquisition approach to the Federal environment, but also learn the advantages and disadvantages to selecting different Agile development methods.

Learning Objectives

- Become familiar with the key principles of the Agile methodology
- Learn how to build and manage an effective Agile acquisition team
- Create an acquisition plan using the Agile methodology
- Use case studies to determine the best contracting approach for an Agile acquisition project
- Design plans to evaluate, oversee, and manage projects that use the Agile methodology

Course ID:
INTRO AGILE-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"I will now be able to seek Agile opportunities at work." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Introduction to Project Management

Description

This three-day, elective course is focused on those employees who are looking to start on the path to a project management career, or a professional who interacts with project managers and needs to understand how project managers improve program effectiveness. In today's Federal environment, agencies are faced with the challenges of tight economic conditions, ever-shifting priorities, and a growing public demand to deliver results. Project managers require a knowledge of the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management. This course provides the foundation for effective requirements development and systems management.

Learning Objectives

- Illustrate the Federal acquisition process and the key planning documentation used by program managers
- Analyze the role of the program manager in developing and managing requirements
- Discuss key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Discuss the application of Total Life-Cycle Systems Management (TLCSM)
- Create an on-the-job (OTJ) action plan
- Define and develop the foundations of a project plan, Work Breakdown Structure (WBS), budget, schedule, and other resources
- Manage and control the project against the baseline
- Discusses key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Closeout a project effectively

Course ID:
INTRO PM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Making Decisions Using Earned Value Management

Description

This two-day, elective course covers the essential elements of earned value management (EVM) as it is used as a tool in program and project management. This course broadly covers the key principles and tools used in developing the EVM budget matrix for important projects. Participants will also touch on accounting considerations and analysis and management reports.

The EVM process is an excellent tool to improve the planning process as it helps define the scope of work and establishes clear responsibilities for the work to be accomplished. This tool gives an integrated view of technical, schedule, and cost performance and provides advanced visibility into potential problems. It is a great tool for projects requiring accountability as it is fully transparent.

Learning Objectives

- Recognize and read a Work Breakdown Structure (WBS)
- Plan, schedule, and establish the time-phased budgets for the task
- Know how to resource load the schedule
- Understand how to interpret the contract budget base with the use of a performance measurement baseline (PMB)
- Learn the red flags for full accountability

Course ID:
MDEV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Project Management for Administrative Professionals

Description

This two--day, elective course is designed for administrative professionals who support projects with project managers. This course focuses on the key elements of project management and how this role engages with other roles in the organization – specifically administrative professionals. Through this course, participants will see the larger picture of how they work with and contribute to the overall strategy and outcomes of a project. Key to this understanding is effective communication and expectation management.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle and who they interact with at each stage – planning, budgeting, launch, and closeout
- Understand team organization charts and team empowerment
- Apply learned skills that are specific to the administrative function in the project management environment
- Understand what it means to think beyond and act ahead to provide valued service to the project manager
- Manage multiple priorities and communicate the status of each for effective expectation management – what tools are on hand and are they being used optimally
- Understand the ability to influence without authority
- Understand how to use analytical tools within project management

Course ID:
PM ADMIN-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Work Breakdown Structure

Description

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

Learning Objectives

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

Course ID:
WBS-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Grants Courses

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

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Detecting and Preventing Fraud in Grants

Description

This two-day, elective course is focused on grants professionals and providing participants with the basic skills needed to perform fraud detection, oversight measures, and reporting, if necessary. These tools need to be in the hand of the employees who write and review grants. Fraud can appear in two forms:

1. Predators who pose as false US grants in exchange for personal information of citizens and;
2. Fraudulent applicants to legitimate US grant opportunities. Fraud can take many forms such as embezzlement, theft, bribery or false claims and statements.

This course will lay out examples and case studies for group discussion and debate. This hands-on course will help participants detect fraudulent applicants before award, and fraudulent awardees, as well as help identify scammers. This course will provide job aids with details on where to turn when fraud is suspected or detected.

Learning Objectives

- Employ technical writing methods to grant creation, learn ways to craft language that will mitigate fraud and fraudulent respondents
- As the first line of defense, coach employees to detect potential fraudulent responses
- Identify key laws and regulations that address fraud, waste and abuse, and ethical considerations in government grants
- Document and monitor the awardee's progress, costs, and management for fraudulent behavior
- Resources for suspected fraud or to detect fraud
- Identify criminal, civil, and administrative remedies for contract fraud
- Learn more about the responsibilities of entities that receive Federal grant funds

Course ID:
FRD GRT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Introduction to Grants and Cooperative Agreements

Description

This three-day, elective course provides grants and cooperative agreement personnel a foundation for learning about the government grant making and monitoring process. This course uses lecture, discussion, practical exercises, and case studies to demonstrate best practices. Instructors provide a basic understanding of grants policy and procedures, describing the grant management process from concept definition through closeout.

Learning Objectives

- Understand the key stages of grant and cooperative agreement process and what general requirements are necessary for each phase
- Determine what policies and procedures govern the Federal Grant and Cooperative Agreement Program
- Understand the www.grants.gov grant application process, and OMB and HHS grant management and oversight process
- Learn the grantee application and government award decision process
- Develop basic negotiation skills utilizing grant in-class exercises
- Understand grantee performance monitoring procedures, including grantee audit requirements
- Learn the responsibilities of the government and grantee to effectively closeout grants and cooperative agreements

Course ID:
INTRO GRT-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Financial Management Courses

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

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

The Anti-Deficiency Act

Description

This one-day, elective course is designed to provide an overview of the Anti-Deficiency Act (ADA). Included are discussions on the Federal appropriations and budget process, key features of the ADA, how to comply with ADA requirements, how to avoid ADA violations (including violations of time, amount, and purpose of appropriations), and how to investigate and/or report suspected ADA violations. Participants are given opportunities to analyze real-world scenarios through hands-on exercises in order to identify potential ADA violations and develop strategies for avoiding them within their own agencies. Selected GAO ADA reports from FY16 are reviewed and discussed to provide context for the kinds of violations that are reported as well as the administrative and/or criminal sanctions imposed on responsible individuals.

Learning Objectives

- Explain the key features of the ADA
- Describe the Federal appropriations and budgeting process
- Understand how to avoid ADA violations
- Manage ADA violations and reporting requirements
- Apply provisions of the ADA to agency situations
- Understand investigation requirements for ADA violations
- Recognize exceptions to the ADA

Course ID:
ADA-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Took this class virtually and was not disappointed! I updated my knowledge and reached my goals." – 2017 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Budget and Accounting Principles

Description

This two-day, elective course helps accountants and budget analysts understand the importance of budgeting and how this process maps to the need for accuracy in accounting for the items in the budget. This course covers the primary differences between accounting and budgeting, why each is important, and what information is available as a result of each practice. This course covers the difference between the fiduciary responsibility of accountants and the program accountability of budget developers. Budgeting and accounting both have relevance in the science of business management. This course uses case studies and participant participation to demonstrate the importance of accounting and the value of budgeting.

Learning Objectives

- Understand the principles of accounting and why there is a need for accurate accounting estimates to develop good budgeting estimates
- Develop and understand the Federal budgeting process
- Understanding the importance of good accounting principles
- Define and understand key accounting and budgeting terminologies
- Understand key generally accepted accounting principles / generally accepted government accounting principles (GAAP/GAGAS) and how they map to formulation and execution or budgets
- Understand any agency-specific policies with respect to accounting and budgeting
- Learn the importance of using prior years spending amounts to determine present budgeting requirements
- Apply learned knowledge to record, classify, and interpret accounting statements and apply cross-checks to budget formulation and execution processes

Course ID:
BUD ACC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Cost Accounting Principles

Description

This two-day, elective course discusses the basics of cost accounting and how it differs from managerial, financial, or project accounting and why it is useful to government contracting. By understanding the various costs associated with a project, program, product, or service, participants can derive ways to create efficiencies through analysis of the cost components. This tool is most often used in budget preparation, but may also be used to analyze issues with where money is actually being spent.

Participants will be made familiar with the primary methods of cost accounting including standard costing systems, activity based costing, throughput accounting, and Cost Volume Profit (CVP) analysis. They will also be given an overview of the major cost accounting systems on the market today. Attendees are encouraged to know which system is used in their office and bring questions.

Learning Objectives

- Determine fixed and variable costs associated with a product or service
- Use fixed and variable costs to determine the break-even point (BEP) or the product or service
- Understand direct and indirect costs
- Provide detailed cost analysis of cost drivers
- Apply cost accounting techniques to a sample scenario to determine which costs are allocated to which product or project. Perform cost analysis on the costs to determine the BEP

Course ID:
COST ACC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Federal Budget Process

Description

This two-day, elective course explores the major phases and timing of the Federal budget process; principal participants and their roles; current issues affecting congressional actions; and how the budget is reviewed and audited. Each offering includes specific budget processes and information.

Learning Objectives

- Identify major legislation that impacts the Federal budget process
- Track the budget timeline and the phases of the budget process
- Identify the roles of the major players in the budget process
- Outline how agencies use and track their allocated funds
- Explain how agency budgets are prepared and how they contribute to the President's Budget
- List the types of audits used after the budget has been executed
- Quantify the size and scope of the present budget
- Identify trends in Federal spending during the last 50 years

Course ID:
FED BUD-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great info and real life scenarios overall." – 2019 participant

Participants need laptops and internet access.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Fiscal Law in the DoD

Description

This two-day, elective course introduces participants to the purposes and principles of Federal fiscal law. It blends lecture, case studies, and participant participation in a way that engages and challenges participants, while maximizing the exchange of both practical and theoretical information. The participant text provided is excerpted primarily from the GAO's Red Book, Volumes I, II, and III, and the cases cited herein are all searchable by case number or decision number as referenced.

Learning Objectives

- Recognize the terminology and basic principles of fiscal law
- Understand the legal availability of appropriations as to purpose, time, and amount
- Explain the process of appropriating funds, and how agencies receive their funding
- Locate, interpret, and apply fiscal law principles or regulations applicable to the Federal Government to determine an appropriate course of action
- Know what constitutes a legal obligation
- Apply the correct course of action when funds need to be reprogrammed or transferred, or when laws are in conflict or unclear
- Understand the financial responsibilities of accountable officials

Course ID:
FISCLAW DOD-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"I learned more in the first 3 hours than I did in prior 5 day courses." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Fundamentals of Budget Formulation and Execution

Description

This four-day, elective course helps financial managers and budget analysts understand the importance of having accurate budget formulation and a solid execution strategy. This course walks through the relevant legislation and financial principles associated with proper budget formulation. Using best practices and collaborative tools, a good budget formulation lays the foundation for excellent execution strategies. The execution phase of budgeting covers distribution of funds, accounting, accountability, and red flags. Participants learn the skills necessary to ensure agency compliance with legislation and agency policies on budget formulation and execution.

Learning Objectives

- Learn the key terminology and elements of the Federal budget process
- Understand the applicable legislation governing Federal budget formulation
- Explain the Federal budget process
- Understand any agency-specific policies with respect to budget formulation
- Understand the importance of and key features of an excellent budget formulation
- Determine what constitutes a good budget formulation
- Understand the steps to transition from formulation to execution of a budget
- Apply best practices when enforcing a solid execution strategy
- Understand the roles in the budget formulation and execution phases

Course ID:
BUD EXE-EL

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Internal Controls

Description

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

Learning Objectives

- Understand internal control
- Understand the legal requirements for internal control
- Identify the most common internal controls
- Discuss and apply the five components of internal control
- Apply internal controls to performance of a mission
- Conduct a management control review
- Learn the best internal controls practices and implementations

Course ID:
INT CON-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

In-person

Virtual

Rating:

Testimonials:

"Case examples were very good. Having both a textbook and my agency's customization was really helpful." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Human Resources Courses

BMRA is just scratching the surface with HR training, but we thought we would start with the all-important planning for retirement. Watch this area in the coming months for more courses that will assist you in navigating the terrain of government human resources.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Retirement Planning

Description

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

Learning Objectives

- Plan for a smooth transition into the civilian workforce
- Achieve an overview of all Federal retirement benefits
- Understand eligibility requirements for Federal retirement
- Recognize special considerations for certain Federal groups like law enforcement, foreign service officials, and air traffic controllers
- Determine what the best Survivor Benefit Plan option is for a particular situation (retired military, spouse retirement impact, thrift savings, and 401K)
- Understand Employee Health Benefit plan and eligibility in retirement
- Address Thrift Savings Plan withdrawal concerns
- Begin financial planning for retirement.

Course ID:
RET PLAN-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Leadership and Professional Development Courses

We are seeing a much greater increase in agencies looking for leadership and professional development courses to help round out the technical training for their employees. We are answering that demand with several new courses in this area, as well as bringing in instructors and facilitators with coaching, Myers Briggs (MBTI), Thomas Kilmann Instrument (TKI), and DiSC® assessment credentialing. These powerful tools will not only help individuals, but also entire departments if applied correctly. Adoption starts at the top, so before you recommend your people take these courses – take them yourself first!

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Communicating Up, Down, and Across Organizations

Description

This two-day, elective course is designed for business professionals from all disciplines (contracting, IT, program and project management, grants, leasing, legal, etc.). There is a difference when communicating with peers vs. subordinates vs. superiors. If you want the best results, you need to apply techniques geared to how people act and react to communication styles. This course uses practical examples and engaging role playing to enhance the tools being discussed. Participants will be expected to actively participate in exercises and demonstrate application of knowledge through classroom presentations and mini learning segments. This course recommends the use of Everything DiSC Workplace® assessments. Everything DiSC Workplace® can be used with everyone in an organization—regardless of title or role—to help participants understand and appreciate the communication styles of the people they work with. The result is more effective and productive working relationships. Everything DiSC Workplace® focuses on discovering your DiSC® style, understanding other styles, and building more effective relationships.

This course requires the use of a BMRA instructor with DiSC® facilitation credentialing.

Learning Objectives

- Learn the DiSC® styles and understand the styles of those of coworkers
- Apply the knowledge of personal DiSC® styles to influence situations and outcomes through effective language
- Understand the value and use of message, messenger, and mode
- Use the learned tools to create scenarios and plan the outcomes of the message delivery types
- Apply learned methods to foster conflict resolution, make breakthroughs and motivate others up, down, and across the organization
- Understand vulnerabilities in high-performing teams
- Strengthen skills in active listening, providing feedback, and empathy
- Learn how to develop a communication plan
- Analyze personality types, emotional intelligence, and team culture

Course ID:
COMM UPDN-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Critical Thinking and Problem Solving

Description

This three-day, elective course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help participants get better results—whether they are innovating, managing crises, or planning for the future. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking, and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities. Through exercises, participants will practice using these different thinking approaches to achieve maximum results. Participants will also have the opportunity to apply these concepts to a specific problem or opportunity from their own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

Learning Objectives

- Use different thinking approaches at different times to yield better results
- Generate innovative responses to business problems and opportunities
- Assess thinking style preferences
- Think in the present to prepare for the future
- Determine the root cause of business problems and opportunities
- Apply different types of thinking for improved analysis and problem solving
- Assess possible responses accurately to select an optimal response
- Design and execute appropriate action plans

Course ID:
CRITICAL-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Using learned skills from this class will help me in my decision making and analysis." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Emotional Intelligence

Description

This three-day, elective course emphasizes the practical application of emotional intelligence (EI) concepts. EI competencies are at the heart of effective workplace relationships and productivity. EI is a proven leadership skill that can be learned, and EI is an integrated set of skills that underpin highly effective, fast-reacting, and innovative people and organizations.

Learning Objectives

- Understand and practice the emotional intelligence (EI) skills that are the core of achieving personal awareness, connecting with others, managing stress, engaging in healthy conflict and collaboration, and exhibiting resilience and optimism
- Recognize key moments and situations that shape professional behavioral responses and use learned EI tools to yield optimal outcomes
- Integrate the EI skill of empathy to promote strong team collaboration and communication
- Implement EI insight skills to improve decision making and professional contributions in the organization and in personal life

Course ID:
EI-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Establishing a Business Mindset

Description

This three-day, elective course is a participant-centric, facilitator-led course which outlines the elements of leadership in a business environment by discussing traits, theories, and styles of leadership. Branding, motivation, and inspiration are also discussed, and participants will have activities focused on developing their personal brand, personal leadership stories, and their business mindset. The remainder of the class is focused on materials available from MIT's Sloan School of Management Case Studies and Management Simulation Game. Participants will use a business perspective, not a government perspective, to discuss the case studies.

Learning Objectives

- Define leadership and what traits make up an effective leader
- Learn effective and ineffective leadership styles
- Understand the difference between management and leadership
- Gain brand association and learn to build a personal brand
- Learn about the motivation and inspiration of leaders, Maslow's Theory of Motivation
- Address common leadership theories and styles
- Develop and improve a business mindset

Participants need laptops and internet access.

Course ID:
BUS MIND-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

"I highly valued the activities and group presentation aspect." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Government Technical Writing

Description

This three-day, elective course provides technical writing guidance and sets standards for creating logical and professional written material, as well as describes the process of writing good documentation. The guide is designed to be read from beginning to end, and to be used as a reference guide after the course is concluded.

Learning Objectives

- Understand ethical obligations as a writer such as plagiarism
- Recognize appropriate writing styles for government audiences
- Identify intended audience and develop content based on their needs
- Differentiate between passive voice and active voice
- Write clear, well-organized, well-structured sentences
- Assess a document for clarity, completeness, readability (conciseness)
- Apply effective editing techniques
- Understand the organization and flow of both content and structure
- Understand documentation formatting and organization techniques

Course ID:
TECH WRIT-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"A good starting point to improve writing skills through accommodating and practical assignments." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

How to Communicate with Diplomacy, Tact, and Credibility

Description

This two-day, elective course is designed for government professionals who wish to advance their credibility, career standing, and confidence using diplomatic techniques. Diplomacy can be used for conflict resolution: influencing peers, subordinates, and leaders, and creating a personal image of being someone who can always find the "win-win" in a situation. This course will use case studies and application of the techniques through role playing and audience/instructor critique.

Learning Objectives

- Understand the history of diplomacy and the significant uses of this technique in world events
- Demonstrate the main techniques of diplomacy as applied to business scenarios
- Apply the main techniques of diplomacy to project confidence, use tact, and gain credibility
- Know when authority is granted to act as the diplomatic role – or – understand when authority is not granted
- Practice receptive listening skills and communicating with difficult people
- Learn negotiation and persuasion techniques

Course ID:
COMM TACT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Leadership and Communication Skills

Description

This two-day elective course examines the leadership skills necessary for contracting professionals to succeed in their careers. Paramount to being an effective leader is being focused and being able to communicated that focus to others. Setting parameters, goals, roles and expectations, making clear use of language to best broadcast your initiatives and desired outcomes are keys to leadership success. In the contracting profession there are many situations where leadership and communication are key; think of the contracting officer (CO) and contracting officer's representative (COR) relationship as a prime example. This engaging course will illustrate the prime skills a contracting professional requires for success and how you can begin using these tools today for results.

Learning Objectives

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

Course ID:
LDR COMM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"This was very helpful for future use when relating to my employees." – 2019 student

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Leading and Managing High Performing Project Teams

Description

This two-day, elective course covers the qualities needed for project teams to produce high-quality content and work efficiently with each other. Clarity of vision, communication distinction of roles, and process definition are a few of the must haves for project success. How these facets are implemented are what turn a well-functioning team into a high-performing team. This also includes the introduction of automation processes and technology to help manage processes and automated routines.

Learning Objectives

- Define a high-functioning project team
- Break down tasks and roles to explore efficiencies (unearth inefficiencies) and potentials for process streamlining or system automation
- Define clarity of roles within a team to create the best outcome
- Explore the best technology solutions (that may already have in the office!)
- Demonstrate a high-performance team model and the elements of success
- Understand leadership focus areas that build high-performing teams
- Use communication styles that achieve the best results
- Create and maintain trusting relationships in teams
- Knowing a project's purpose and vision to align team values and goals

Course ID:
PM TEAM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Managing Multiple Priorities

Description

This two-day, elective course is designed to provide an overview of strategies that a busy professional can use to balance a series of high-demand tasks while handling multiple, urgent priorities. Today's career experience is inherently dynamic and ever-changing. New requirements, modifications, meetings, contractor performance reviews, agency priorities, supervisor priorities, contract oversight. How to prioritize and choose where to focus efforts and resources?

Learning Objectives

- Understand strategies for very busy people
- Explore multiple priority setting methods
- Apply priority management techniques
- Identify priority setting criteria
- Organize a must do and to do list in class
- Create a personal productivity assessment
- Work for multiple bosses
- Solve frequent, predictable problems
- Thwart top time wasters
- Handle work overload and unrealistic timelines – managing the manager

Course ID:
MMP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating:

Testimonials:

"The examples were effective and I know how I can immediately apply the learned skills at my organization." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Project Leadership and Communication

Description

This three-day, elective course explores different types of project leadership and how to produce the best outcomes based on the chosen type of leadership styles. Typically, small projects have a single manager, and larger projects often have a team or multiple interested parties – some of whom may be from different branches of the same agency. This course analyses the various leadership styles that work best in the typical scenarios associated with projects both large and small. Great communication practices start at the top. The better a leader communicates to a team, the more efficient they are at staying on track, increasing understanding of objectives and deliverables. This also helps ensure a clear direction with defined roles and responsibilities, leading to better, faster, and typically cheaper results.

Learning Objectives

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

Course ID:
PR LDR COMM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating:

Testimonials:

"Great content and videos! I can use this material in the future to relate to my employees." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Project Team Building

Description

This three-day, elective course explores what makes teams work. How to build a team of disparate views around a single goal? Team building begins at the top. Choose leaders wisely and follow the principles of good teams, including establishing a common mission, defining roles and responsibilities to gain buy-in, ensuring responsible oversite, leveraging skillsets, building a culture of trust, and communicate, communicate, communicate! In this course, participants will learn the philosophies of how to make team members feel valued and valuable through active engagement strategies and getting the team to "row in the same direction." Participants will learn how to use the project or program as a driving force to unify team actions and deliverables.

Learning Objectives

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

Course ID:
PRO TEAM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Responding to Conflict: Strategies for Improved Communication

Description

This two-day, elective course is designed for business professionals from all disciplines (contracting, IT, program and project management, grants, leasing, legal, etc.) who wish to have many tools with which to respond to conflict. This course recommends the use of the Everything DiSC® Productive Conflict tool for self-assessment and cross assessment of those on adjacent functional teams. Everything DiSC® Productive Conflict helps learners improve self-awareness around conflict behaviors. Rather than focus on the step-by-step process for conflict resolution, Everything DiSC® Productive Conflict helps learners curb destructive behaviors so that conflict can become more productive, ultimately improving workplace results and relationships. By increasing self-awareness around conflict behaviors, Everything DiSC® Productive Conflict helps learners effectively respond to the uncomfortable and unavoidable challenges of workplace conflict. This course requires the use of a BMRA instructor with DiSC® facilitation credentialing.

Learning Objectives

- Explore the destructive and productive conflict behaviors of each DiSC® style
- Develop understanding of participants' own DiSC® style and those of team members
- Understand how to manage their response to conflict situations
- Discover communication strategies when engaging in productive conflict with colleagues
- Learn how to develop post-conflict to strengthen relationships and grow opportunities
- Exploring active listening and empathy
- Develop communication skills and how to give feedback

Course ID:
COMM CONFLICT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Leasing and Real Estate Courses

The Federal Government owns about 640 million acres of land and leases over 376.9 million square feet of space in 9,600 buildings in more than 2,200 communities nationwide (https://www.gsa.gov/real-estate/gsa-properties).

That's a lot of leases! We need lease contracting officers (LCOs) who really know their stuff. That is where BMRA comes in. BMRA is the vendor of choice for GSA LCO training.

Don't see what you need here? Call us: 703-691-0868 x 22.

Talk to our business development team who are skilled in deciphering your needs and finding solutions. Whatever your need, BMRA is here to help. Perhaps you need a course in emergency and disaster property acquisition and management or disappearing military bases due to climate change. Our skilled and experienced instructors are up to the task of walking through your toughest real estate challenges and giving you the tools to perform the needed actions. Give us a call today and see what BMRA can do for you.

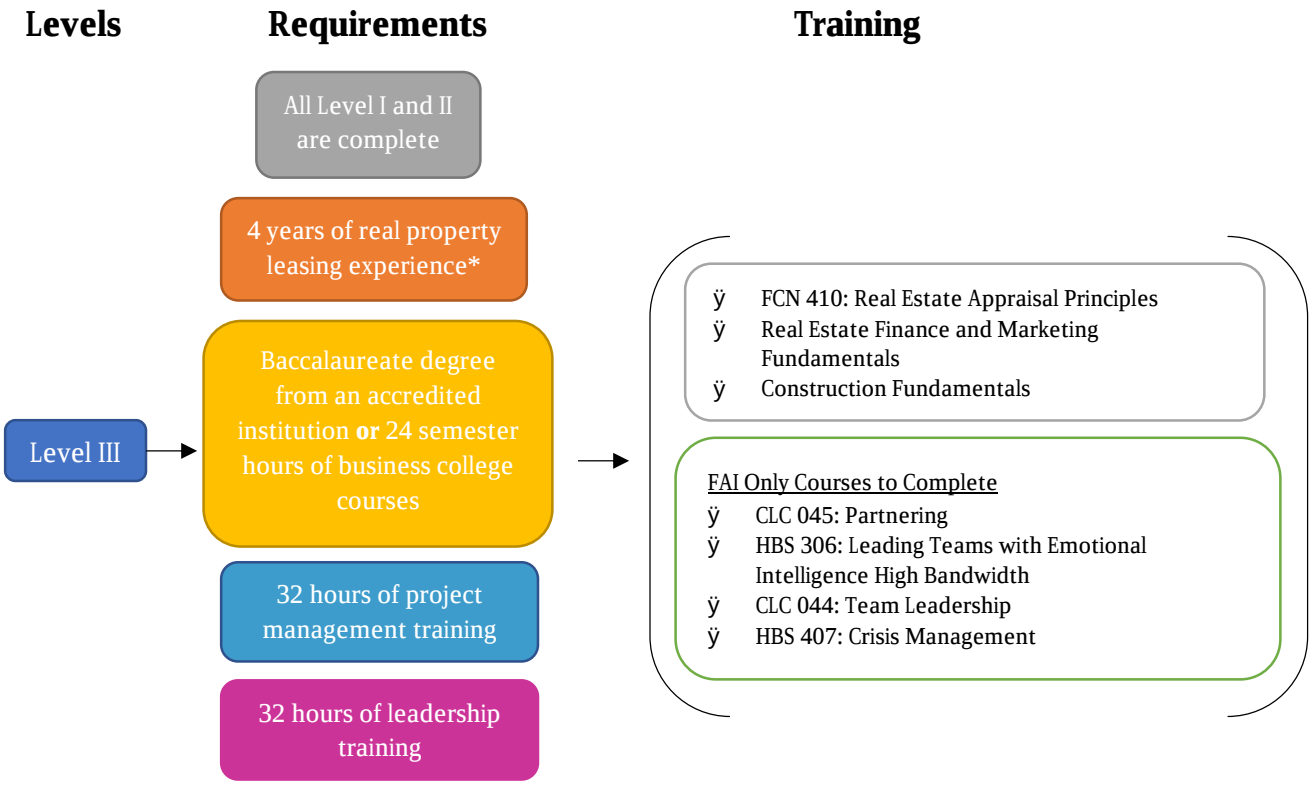
© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Leasing Warrant Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.

* Based on the GS-1170 Qualifications Standard

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868



© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FCN 406: Lease Acquisition Training (LAT)

Description

This five-day course is designed to provide participants with the basic, practitioner-level training in the lease acquisition process used by GSA. The participants will use GSA-approved case study exercises that address the entire lease acquisition process from requirements development through tenant improvement and acceptance to lease contract file management.

Learning Objectives

- Understand the GSA regulatory process, especially the GSA Lease File Checklist and Lease Desk Guide
- Understand the lease acquisition process:
  - Requirements/pre-solicitation
  - Establishing an acquisition plan
  - Market survey process
  - Solicitation process
  - Evaluation of lease proposals
  - Pre-award/award
  - Lease building design of the space
  - Tenant improvement negotiations
  - Construction monitoring and acceptance
- Understand lease models used by GSA and alternative lease strategies

Course ID:
LAT

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"This was one of my best classes after 4 years at GSA! The training was invaluable." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FCN 408: Cost and Price Analysis of Lease Proposals

Description

This five-day course tackles one of the more difficult tasks lease contracting officers (LCOs) undertake in analyzing lease proposals from a cost and price perspective. Participants learn, using realistic scenarios, how to evaluate lease proposals, negotiate lease terms, properly contract and monitor lease buildouts, and use cost inputs in evaluating the technical portion of proposals.

Learning Objectives

- Understand the meaning and purpose of contract pricing and types applied in leases
- Review the requirements for performing a correct market analysis related to leases
- Determine the important aspects of government lease requirements in analysis of a solicitation
- Evaluate price or cost in a lease offer
- Understand important technical factors included in a lease proposal
- Proper preparation and analysis in lease negotiations
- Defining and understanding of different lease models, tax implications, and succeeding leases

Course ID:
L-CAP

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"The best! It was informative and provided me with a good experience." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FCN 409: Techniques of Negotiating Federal Real Property Leases

Description

This five-day course provides participants with the basics in lease contract negotiation techniques. This includes specific course information about lease negotiations to include competition range determinations, development of a negotiation plan, how to properly conduct discussions with lessors, and what techniques can be used in a noncompetitive lease situation. This course also includes casework on the importance of market research and analysis, types of leases and how they are negotiated, content and structure of the RLP package, and negotiation basics.

Learning Objectives

- Discuss how LCOs can properly prepare for Negotiations
- Determine what LCOs should and shouldn't exchange prior to negotiations, tailoring negotiations, tradeoff methods, profit as an element, fair annual rent factors, and researching for fact finding
- Determine how to successfully negotiate a non-competitive lease that is fair to both the government and the lessor. Included in this objective are understanding of rent cost elements, responsibilities of the principle negotiator, and face to face negotiation techniques
- Apply proper procedures for documenting negotiation results in a price negotiation memorandum (PNM)
- Apply competitive discussions as a form of negotiations in lease acquisitions
- Understanding how to communicate assessment results, including tradeoff assessments, utilization of past performance, relationship between price and technical evaluations, and how to obtain interim proposal revisions
- Use negotiations in other lease types like the simplified lease model and succeeding and superseding leases
- Proper negotiation techniques in lease post award efforts

Course ID:
L-NEGT

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"I learned how to be a better negotiator while earning my credits towards a warrant." – 2019 participant

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FCN 411: Federal Real Property Lease Law

Description

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

Learning Objectives

- Understand the foundations of lease acquisition law, what are common law leases, elements of a valid lease, and current lease law principles
- Apply lease law during solicitations
- Understand the impact of lease reform on lease law
- Determine the impact of the Lease Law on Lease Acquisition models
- Understand how to properly prevent protests and if filed, how to defend against
- Comprehend the ethics and integrity requirements of lease contracting officers (LCOs)
- Determine what fiscal law statutes apply to lease acquisitions
- Ascertain legal aspects of lease administration to include monitoring contractor performance, management of change orders and unauthorized commitments, novation agreements, estoppels, and lease interpretations

Course ID:
L-PROP LAW

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating:

Testimonials:

"All GSA Lease Associates should take this course."

"I thought the course/material and discussions were great!"

– 2019 participants

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

FCN 412: Lease Administration

Description

This five-day course provides a general overview of how to properly prepare for, document, and administer GSA Leases from an oversight and performance perspective. The participant will understand how to take the lease administration steps needed using the GSA Circulars, Leasing Desk Guide, and Lease File Checklist. Numerous audits have found that lease files are not properly maintained, and realty transactions not properly supported. Therefore, lease contracting officers need to understand the entire lease and realty acquisition process from pre-award to contract completion and closeout.

Learning Objectives

- Understand the purpose behind maintaining well documented lease contracting files. Included will be a general discussion of the elements of a well-documented lease file and the necessary steps to properly document lease acquisitions
- Comprehend how to properly prepare for lease administration. Identifying the lease type, knowledge of lease clauses to be used, buildout requirements, and different steps in the pre-award and post-award administration
- Learn how to properly apply a lease checklist. For example, reviewing leases for safety requirements, buildout specifications, service responsibilities, etc.
- Determine what are the proper requirements needed for lease post award administration and how LCOs should work with all parties involved to ensure that lessees receive the intend services
- Understand how to correctly document contract files, prepare price negotiation memorandums, reference contract documents back to GSA requirements, file contract documents in accordance with contract file table of contents, track contract performance to a project schedule, keep all stakeholders informed of the contract performance, finalize lease documents, and terminate a lease contract and moveout

Course ID:
L-ADMIN

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Federal Lease Refresher

Description

This five-day, elective course focuses on the specialized skills of Federal leasing professionals. This course is a good opportunity to review current leasing forms and procedures. Participants will review lease models and look at the acquisition process from beginning to end, leaving them with renewed confidence in their knowledge of the Federal leasing process.

Learning Objectives

- Explain the basis for leasing authority and the foundation and beginning of the leasing process
- Describe the General Services Administration (GSA) lease models
- Describe the leasing procedures
- Discuss the various methods of determining fair and reasonable rents
- Evaluate offers and negotiate, award, and administer leases
- Obtain alterations and repairs
- Discuss socioeconomic considerations and standards of conduct

Course ID:
L-REF

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Real Estate Finance and Marketing Fundamentals

Description

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

Learning Objectives

- Grasp basic accounting concepts and understand how good accounting practices provide for accurate lease payment assessments and contract oversight
- Understand the importance of real estate financing and purchase decisions
- Comprehend the principles of time value of money TVM). Know how net present value (NPV) and future present value (FPV) effect the actual cost of a lease
- Determine how the internal rate of return (IRR) is used in capital budgeting to estimate the profitability of a potential real estate investment. Utilize this calculation to help assess how much lessors should receive in annual lease payments
- Know how to compute the estimated cost of real estate using replace costs, appraised costs, and perceived investment value
- Comprehend basic real estate market fundamentals and what drives real estate purchase prices and lease costs
- Understand where reliable real estate market information can be obtained
- Determine how to conduct proper market research for a GSA lease, including utilizing market base, potential discounts, and premiums to establish proper negotiation objectives

Participants need laptops and internet access.

Course ID:
L-FIN MAR

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

In-person

Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868

Pricing Schedule

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

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

Professional Services Schedule (PSS)
FSC Group: 874
Contract #: GS-02F-0185N

For more information on ordering from Federal Supply Schedules, click on the GSA Schedules link at http://ww.gsa.gov/portal/category/100611.

Contract Period: August 21, 2018 through August 20, 2023
Price List Effective: February 1, 2016

Contractor: Business Management Research Associates, Inc.
9817 Godwin Dr., Suite 202
Manassas, VA 20110
Phone: (703) 691-0868
Fax: (703) 691-2731
http://bmra.com

BMRA is a service-disabled veteran-owned small business (SDVOSB) verified and certified by the Veterans Administration under the Center for Veterans Enterprise (CVE).
Vets First program: https://www.va.gov/osdbu/verification/

© 2020 BMRA, INC. | www.bmra.com | ORDER: businessdevelopment@bmra.com | (703) 691-0868