Our Mission: Improving Government Performance

Called “the leading think tank in performance measurement for government” on OMB’s ExpectMore.gov, The Performance Institute has been a leader in performance management training and policy since the 2000 administration. As part of the Government Performance Coalition, a group of good government organizations, The Performance Institute works to share best practices, work with limited budgets and improve efficiency in government to improve delivery of citizen services.

The Performance Institute has published several research reports regarding performance management initiatives and trains more than 10,000 government managers per year on performance-based topics. Dedicated to improving citizen services and taxpayer transparency, The Performance Institute uses a best-practices foundation to deliver the most effective and tested methodologies for improving performance.

RESEARCH

Through extensive surveys and focus groups, The Performance Institute frequently provides commentary, white papers and webinars to government managers that highlight innovations in government.

NATIONAL CONFERENCES

The Performance Institute offers national conferences, bringing together experts from across the country to share best practices from their cities, counties, states, federal departments and agencies.

TRAINING

The Performance Institute offers open enrollment courses, eLearning and can bring any course onsite. Intensive, methodology-based courses include step-by-step processes to improve organizational management capacity.

Connect with The Performance Institute

Stay current with the latest government performance trainings:
visit us at www.performanceinstitute.org
CERTIFICATION
Many government managers are now required to receive formal certification. The Government Performance Management Certificate program can be customized to meet the demands of numerous functions in government.

POLICY FORUMS
As a thought leader in government management reform, The Performance Institute hosts policy forums to provide decision makers and government managers with ideas on the latest reforms, mandates and best management practices.

CONSULTING
The Performance Institute’s consulting services provide access to comprehensive and experience-tested methodologies for government to achieve radical transformations within programs and among their workforce.
# Table of Contents

The Performance Institute Methodology .................................................................................................................................................. 5
Areas of Expertise .................................................................................................................................................................................. 6
eLearning .......................................................................................................................................................................................... 7
Government Performance Manager Certificate Program .................................................................................................................. 8
Government Performance Manager Certificate Program Letter of Intent ......................................................................................... 10

Live Training Schedule At-A-Glance .................................................................................................................................................. 11

### Government Performance Management Core Courses

- Strategic Planning ............................................................................................................................................................................. 13
- Developing Performance Measures ........................................................................................................................................... 14
- Performance Budgeting ................................................................................................................................................................... 15

### Program Performance Courses

- Program Management for Government ........................................................................................................................................... 16
- Program Evaluation for Managers .................................................................................................................................................. 17

### Advanced Performance Courses

- Organizational Leadership and Change Management ................................................................................................................... 18
- Advanced Performance Measures ................................................................................................................................................. 19

### Advanced Data Usage Courses

- Analytics and Data Mining Fundamentals ....................................................................................................................................... 20
- Reporting, Using & Verifying Performance Data .......................................................................................................................... 21

### Enterprise Architecture Excellence

- Enterprise Architecture Overview & Green Shield Certification Session ................................................................................... 22

### Requirements Analysis Courses

- Requirements Analysis Overview for Executives ................................................................................................................................. 23
- Requirements Analysis for Practitioners ........................................................................................................................................ 24

### Project Management Courses

- Agile Project Management .................................................................................................................................................................. 25
- PMP® Exam Preparation .................................................................................................................................................................... 26

### Continuing Education Electives

- Workflow Mapping & Analysis .......................................................................................................................................................... 27
- Critical Thinking Skills for Leadership ............................................................................................................................................. 28
- Root Cause Analysis for IT ................................................................................................................................................................. 29

### In-House Training & Customization

- Sponsorship Opportunities ................................................................................................................................................................. 30
- Meeting Rental Space ...................................................................................................................................................................... 31
- How to Register ................................................................................................................................................................................. 32
- Administrative Requirements and General Information .................................................................................................................. 33

- Reporting, Using & Verifying Performance Data .......................................................................................................................... 34
- Advanced Performance Measures ......................................................................................................................................................... 35
- Enterprise Architecture Overview & Green Shield Certification Session .................................................................................. 36
- Program Evaluation for Managers ......................................................................................................................................................... 37
- Program Management for Government ........................................................................................................................................... 38
- Strategic Planning ................................................................................................................................................................................. 39
- Developing Performance Measures ................................................................................................................................................. 40
- Performance Budgeting ...................................................................................................................................................................... 41
- Enterprise Architecture Excellence ...................................................................................................................................................... 42
- Requirements Analysis Courses .......................................................................................................................................................... 43
- Project Management Courses .......................................................................................................................................................... 44
- Continuing Education Electives ......................................................................................................................................................... 45
- In-House Training & Customization .................................................................................................................................................... 46
- Sponsorship Opportunities ................................................................................................................................................................. 47
- Meeting Rental Space ...................................................................................................................................................................... 48
- How to Register ................................................................................................................................................................................. 49
- Administrative Requirements and General Information .................................................................................................................. 50
The Performance Institute Methodology

The Logic Model
As the nation’s largest think tank dedicated exclusively to government performance, The Performance Institute works closely with government agencies to develop and implement meaningful performance measures for nearly every operational function and mission area. Through its work, The Performance Institute has established and refined a proven methodology for measuring government performance: The Logic Model.

The Government Performance Logic Model
The schematic below offers a conceptual view of the main components of the Performance Logic Model. It depicts how strategy (top row) is performed using a “top down” approach. The bottom row of the schematic illustrates the implementation “flow” of the planned strategy. The Logic Model presents a comprehensive view of a performance-based organization.

SMART Performance Measurement Criteria: Measures that are meaningful
Once the Government Performance Logic Model and Logic Model are constructed, a more detailed and activity-oriented performance measurement system must be developed for day-to-day management purposes. The SMART Criteria are used to determine the usefulness, validity and accuracy of the performance measures to be used by the program at all levels. For a performance measure to be effective, it must be:

1. Specific: The performance measure has to indicate exactly what result is expected so that the performance can be judged accurately. The specificity of the measure is aided by clear definitions and standards for data collection, standardization and reporting across program lines and among program employees involved in use of the measurement.

2. Measurable: The intended result has to be something that can be measured and reported in quantitative and/or clear qualitative terms. This characteristic is achieved when programs set numeric targets or employ an evaluative approach that can ascertain, in a definitive manner, whether performance expectations have been met.

3. Accountable: The performance measure has to be “owned” by a specific program line or employee base. Accountability is more than clarifying who is charged with achieving the result; it requires that management has devised targets based on what reasonably can be produced by the program during a given period of time. Accountability cannot be achieved if targets are unreasonable from the start.

4. Results-Oriented: The performance measure must be aligned to the Logic Model and track an important value or benefit needed to advance the strategies and achieve the end results of the program. A performance measurement meets this test if it 1) measures an end or intermediate outcome or 2) links to another measure already existing within the program that measures an intermediate or end-outcome.

5. Time-bound: The performance measure must set a specific time frame for the results to be produced as well as allow for the reporting of performance in a timely manner. In this case, the program must have measures to provide fresh enough data to be used by management for adjustments in the program and corrective action if necessary.

Source Carl DeMaio
The Performance Institute

The Logic Model
The Logic Model is an additional framework to the traditional logic model. It is especially useful to policy-driven organizations because it helps bridge the gap between HQ and program management by illustrating the linkage between program capabilities, resources, and outputs and agency goals. The Logic Model helps define priorities that maximize the impact of program activities and processes on outputs.
Areas of Expertise

**PROGRAM PERFORMANCE**
The Performance Institute’s most popular training program assists government managers in measuring and reporting the results of their programs. Through this comprehensive training program, you will master strategic planning, performance measurement, and program evaluation techniques. Designed with the latest government performance mandates in mind, you will emerge from courses armed with the skills to plan, measure, evaluate and budget for results in government.

**BUDGET MANAGEMENT**
Government programs are under increasing pressure to become transparent with their finances: from tracking funds to reporting full cost of services. We have designed courses that will examine budgeting in Executive Branch agencies and the critical role of program performance management in helping federal managers to use their budget to achieve performance results for agency’s stakeholders.

**PROJECT MANAGEMENT**
Project management, performance measures, risk assessment, earned value, IT capital plans, strategy and planning…the list goes on and on! From the recent wave of management reforms sweeping across the federal government and almost every state capital, government project management mandates are on the rise. These courses will help you keep your government projects on time, on scope and within budget.

**WORKFORCE PERFORMANCE**
Government agencies require the right people, in the right job, with the right skills, at the right time, under the right compensation and evaluation arrangement. That’s a lot of rights to get right. Courses address human capital planning, succession planning, employee performance evaluation and other key HR management issues vital to making government agencies “employers of choice” rather than “employers of last resort.”

**LEADERSHIP & INDIVIDUAL PERFORMANCE**
The Performance Institute offers programs designed to improve the efficiency and advance the careers of all government workers, from project and people managers to administrative assistants and office support personnel. Courses walk step-by-step through the latest leadership and management skills, including demonstrating leadership and personal effectiveness, managing conflict and projects, planning events, communicating and coaching employees and engaging employees.

**PROCESS IMPROVEMENT**
Teaching organizations how to operate “Better, Faster, Cheaper” is the core outcome of The Performance Institute’s process improvement series of courses. Designed to streamline processes, maximize quality and achieve dramatic cost savings, the courses present a variety of process improvement methodologies, including Lean Six Sigma. Since government managers are frequently tasked to do more with less, tapping process improvement methodologies allows government executives to deliver the highest level of service to the taxpayer.
For rapid results in government program management, The Performance Institute now offers our most popular live training courses via eLearning. For those with limited travel budgets, eLearning is a convenient and cost-effective solution to help meet your training needs. Advantages of eLearning include:

- **Career-Focused:** Designed for busy professionals, The Performance Institute’s eLearning training courses maximize the professional value of training by offering professional accreditation.
- **Convenient:** The Performance Institute’s online training courses allow you to access lessons anywhere with an active Internet connection, 24 hours-a-day, 7 days-a-week.
- **Cost Effective:** The Performance Institute’s eLearning training courses include the same coursework as more expensive live training options while preserving the quality of learning.

**Expert Facilitated Online Training Solutions**

The following courses allow learners to complete their training online at any location while providing virtual, asynchronous interaction with the same skilled instructors who teach in our classrooms.

**Self-Guided Online Training Solutions**

These self-guided online training courses offer professional accreditation through the Project Management Institute and allow learners to progress through lessons at their own pace while providing 360 degree content navigation making it simple to go back and review lessons previously covered or jump ahead to see what is to come.

**STRATEGIC PLANNING FOR GOVERNMENT**

CPE Credits: 5
Course Objectives
- Learn to connect your organization’s strategic planning efforts with performance results
- Identify seven strategic elements for building results-oriented agencies
- Create measurable outcomes that align with your agency’s mission

**PERFORMANCE MEASURES FOR GOVERNMENT**

CPE Credits: 4
Course Objectives
- Design effective performance measures to implement your organization’s goals and visions
- Develop a performance management system in government to drive results
- Link performance measures to a variety of management processes

**PMP® EXAM PREP TRAINING**

PDU: 35
Course Objectives
- Navigate the process groups and knowledge areas of the latest PMBOK® guide
- Learn tips and techniques for passing the PMP® exam the first time
- Understand exactly what you need to know to apply for and pass the exam
Tuition: $999

**PROJECT RISK MANAGEMENT TRAINING**

PDU: 30
Course Objectives
- Utilize project risk management tools to mitigate potential risks
- Address unplanned risks accordingly with risk response control methods
- Administer a documentation system to reflect upon when other unexpected risks occur
Tuition: $699

**NONPROFIT MANAGEMENT**

Up to 24 CFRE Credits and 3.5 CEUs
Course Objectives
- Learn how to raise funds and budget for nonprofit organizations
- Understand the role of leadership and nonprofit boards for your organization
- Discover key marketing principles and strategies for your organization
Tuition: $79 – $699

**MANAGEMENT**

Up to 3.5 CEUs
Course Objectives
- Learn how to negotiate effectively
- Manage within a modern organization
- Discover how to manage difficult employee behavior
Tuition: $79 – $199

**PROJECT MANAGEMENT (LONG COURSES)**

Up to 139 PDUs and 14.1 CEUs
Course Objectives
- Review concepts, methodologies, and tools of project management as it relates to IT
- Understanding of the team dynamic for decision-making
- Explore the methodologies and practices of Agile development
Tuition: $249 – $999

**PROJECT MANAGEMENT (SHORT COURSES)**

Up to 6 PDUs and 1 CEU
Course Objectives
- Identify and control our emotions to achieve positive outcomes in team member relationships
- Discuss project managers and the Ethical Triangle and its three components: Individual Ethics, Leadership Ethics, and Governance and Control
Tuition: $79

**PROJECT MANAGEMENT SIMULATIONS**

Up to 20 PDUs and 2 CEUs
Course Objectives
- Balance competing interests, such as project scope, quality, schedule, budget, resources, risk, communications, and procurement considerations throughout every project phase
- Face challenges related to project planning, project execution, and project monitoring and control
Tuition: $359

**TO REGISTER, VISIT US ONLINE AT PERFORMANCEINSTITUTE.ORG/ELEARNING**
Government Performance Manager Certificate

Earn Your Government Performance Manager Certificate

Many government managers are now required to receive formal certification to stay up to date on the latest trends, best practices and mandates. To address these needs, The Performance Institute offers a certificate in Government Performance Management. Completing a certificate program is easy. Just attend three core courses and an additional three elective courses. Upon successful completion, you will emerge from The Performance Institute’s program poised to apply what you learned in a real and practical way.

ADVANCE YOUR CAREER

In the Government Performance Manager Certificate Program, you will acquire the skills and tools to make you the lead performance management resource for your organization.

MEET NEW PROFICIENCY REQUIREMENTS

To hold a position as a performance manager in government you must demonstrate proficiency with new skill sets required by OMB and Congress. Receiving your certificate is one key way to demonstrate your skills.

CUSTOMIZE A PROGRAM TO FIT YOUR NEEDS

Working with Performance Institute training managers, you can select courses that will have direct application and impact to your work.

GET STARTED ON EARNING YOUR CERTIFICATE TODAY!

Call 877-992-9521 or register online for an Academic Advisor at PerformanceInstitute.org or send us the Letter of Intent on page 10.

The Performance Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN 37219-2417. Website: www.nasba.org

The Performance Institute has been reviewed and approved as a provider of project management training by the Project Management Institute. As a PMI Registered Education Provider (R.E.P), The Performance Institute has agreed to abide by PMI established quality assurance criteria. “PMI” and the PMI logo are service and trademarks registered in the United States and other nations; “PMP” is a certification mark registered in the United States and other nations; “PMBOK” and “CAPM” are trademarks registered in the United States and other nations by the Project Management Institute, Inc., which is not affiliated with The Performance Institute.

The Performance Institute is registered with the Human Resource Certification Institute (HRCI), Society for Human Resource Management as a sponsor of continuing professional education, both PHR and SPHR designations. The HRCI is recognized as the leading certification for HR professionals internationally. Individuals can renew their certification through attending Performance Institute Courses and earning credit hours.
How the Government Performance Manager Certificate Program Works

**STEP 1: ENROLL IN THE PROGRAM**
Begin by completing the letter of intent which can be found on page 10 or on our website. Filling out this form enrolls you in the program but does not obligate you to take any courses.

**STEP 2: SELECT AND ENROLL IN COURSES**
Enroll in your first course by calling our customer service department at 777-992-9521 or by registering online.

**STEP 3: TAILOR PROGRAM TO YOUR DESIRED JOB FUNCTION**
Tailor the program to meet the demands of your job and career goals. Program Performance, Process Improvement, Project Management, Leadership and Workforce Development

**STEP 4: ENROLL IN GOVERNMENT PERFORMANCE MANAGEMENT WEEK TO COMPLETE THE CORE COURSES:**
Strategic Planning, Performance Measurement, Performance Budgeting

**STEP 5: COMPLETE THE ELECTIVE COURSES**
Choose from a variety of dates, course locations and delivery methods.

**STEP 6: COMPLETE YOUR CERTIFICATE**
Choose from two certificate options:

- **OPTION 1:** Take an exam and receive a government performance manager certificate
- **OPTION 2:** Complete a capstone demonstration project and receive an advanced government performance manager certificate

---

BRING A CUSTOMIZED CERTIFICATE PROGRAM TO YOUR ORGANIZATION

Bring the Government Performance Manager Certificate Program to your location and design a program that meets your organization’s unique challenges.

CONTACT US at 877-992-9521 to learn more about our customization capabilities and on-site options.
**Get Started Today!**

To enroll in the Government Performance Manager Certificate Program, simply complete this letter of intent and send it in through one of the methods below.

---

**DELEGATE INFORMATION**

<table>
<thead>
<tr>
<th>Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td></td>
</tr>
<tr>
<td>GS Level</td>
<td></td>
</tr>
<tr>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>State</td>
</tr>
<tr>
<td>Telephone</td>
<td>Fax</td>
</tr>
<tr>
<td>Email</td>
<td></td>
</tr>
</tbody>
</table>

I understand that I have two years from the first day of the first course I take to complete the course requirements for this program.

Signature | Date
Live Training Events Schedule-at-a-Glance

All events held at The Performance Learning Center in Washington, DC unless otherwise noted.

**JUNE**

- Business Requirements Analysis Practitioner Session | June 17-18
- Organizational Leadership & Change Management | June 18-19

**JULY**

- Government Performance Management Week | July 29 – August 1
  - Strategic Planning | July 29-30
  - Developing Performance Measures | July 31
  - Performance Measures | August 1

- Workflow Mapping & Analysis | August 12-13

- Critical Thinking Skills for Leadership | August 14-16

- Program Performance Week | August 19-22
  - Program Management | August 19-20
  - Program Evaluation | August 21-22

- Enterprise Architecture Excellence Week | August 26-30
  - Introduction Session | August 26
  - Green Shield Certification Session | August 27-30

**AUGUST**

- Government Performance Management Week | August 5-8
  *Chicago, IL*
  - Strategic Planning | August 5-6
  - Developing Performance Measures | August 7
  - Performance Measures | August 8

- Program Performance Week | August 19-22
  - Program Management | August 19-20
  - Program Evaluation | August 21-22

- Enterprise Architecture Excellence Week | August 26-30
  - Introduction Session | August 26
  - Green Shield Certification Session | August 27-30

**SEPTEMBER**

- Advanced Performance Week | September 9-12
  - Organizational Leadership & Change Management | September 9-10
  - Advanced Performance Measures | September 11-12

- Budgeting and Forecasting Forum | September 16-18
  *San Francisco, CA*

- HR Strategy and Metrics | September 23-25

- Project Management Training and Prep | September 23-26
  - PMP® Certification Exam Prep | September 23-26
  - PMBOK Basics | September 23-24
  - Agile Project Management | September 25-26

**OCTOBER**

- Government Performance Management Week | October 7-10
  *San Francisco, CA*
  - Strategic Planning | October 7-8
  - Developing Performance Measures | October 9
  - Performance Measures | October 10

- Advanced Data Usage Week | October 7-10
  - Analytics and Data Mining Fundamentals | October 7-8
  - Reporting, Using & Verifying Performance Data | October 9-10

- Business Requirements Analysis Overview | October 21-22

- Business Requirements Analysis Practitioner Session | October 23-24

**NOVEMBER**

- Government Performance Management Week | November 4-7
  - Strategic Planning | November 4-5
  - Developing Performance Measures | November 6
  - Performance Measures | November 7

- Budgeting and Forecasting Forum | November 12-14
  *Orlando, FL*

**DECEMBER**

- Enterprise Architecture Excellence Week | December 2-6
  - Introduction Session | December 2
  - Green Shield Certification Session | December 3-6

- Program Performance Week | December 9-12
  - Program Management | December 9-10
  - Program Evaluation | December 11-2
GOVERNMENT PERFORMANCE MANAGEMENT CORE COURSES

- Strategic Planning
- Developing & Using Performance Measures
- Performance Budgeting
Strategic Planning

COURSE OBJECTIVES:
- Create clearly-defined end outcome goals and develop strategies to meet organizational objectives
- Align your program mission and performance measures for greater results
- Identify the strategic elements for building results-oriented programs
- Learn how to connect strategic planning efforts with performance results

DESIGNED FOR:
- Strategic Planners
- Program Managers
- Program Analysts
- Directors

COURSE DETAILS AND CREDITS:
- July 29-30, 2013 in Washington D.C., P1021.1
- August 5-6, 2013 in Chicago, IL, P1016.1
- October 7-8, 2013 in San Francisco, CA, P1027.1
- November 4-5, 2013 in Washington, D.C., P1028.1

COURSE SPECS:
- CPE Credits: 12 group-live, 5 online
- Delivery Method: Group-live, e-Course
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $599

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

MODULE 1
Connect Strategic Planning and Organizational Results
- Discover why traditional strategic planning processes often fall short of delivering results
- Identify the characteristics and requirements of successful strategic plans, planning processes and implementation
- Receive updates on the latest government performance mandates

MODULE 2
Identify the Strategic Elements of Results-Oriented Agencies
- Establish clear linkages to provide a visible chain of evidence to current agency value
- Measure the importance and relative impact of agency strategies
- Clearly communicate agency priorities and goals to all stakeholders

MODULE 3
Evaluate Strategy and Assess Stakeholder Involvement
- Conduct a SWOT analysis to analyze internal and external factors
- Solicit stakeholder input for your strategic planning process
- Identify all parties impacted by adopting new strategies and define a way to engage stakeholders

MODULE 4
Develop Results-Oriented Outcomes to Understand Your Program’s Mission
- Identify long-term goals
- Align goals to mission and customer values
- Measure the importance and relative impact of agency strategies

MODULE 5
Design Outcome-Focused Strategies
- Develop results-oriented strategies to achieve outcomes
- Identify effective, efficient strategies aligned to achieve outcomes
- Create long term measurable goals for future success

MODULE 6
Align Program Activities and Resources
- Evaluate program activities based on strategic objectives
- Allocate resources based on outcome goals
- Eliminate barriers that must be overcome to achieve outcome goals

MODULE 7
Manage Through Measures
- Develop results-oriented strategies to achieve departmental outcomes
- Develop statute-based mission statements and customer-focused values
- Assess internal & external factors affecting agency’s delivery of outcome

MODULE 8
Implement and Manage Strategic Plans
- Conduct an organizational readiness assessment to target barriers to change
- Define role for and appoint an external performance advisory panel
- Appoint initiative owners to keep strategic initiatives on track
Developing & Using Performance Measures

COURSE OBJECTIVES:
- Learn how to use organizational goals and objectives to develop appropriate performance measures
- Design effective performance measures to implement your organization’s goals and strategies
- Link performance measures to a variety of management processes
- Develop a performance management framework that drives results

DESIGNED FOR:
- Strategic Planners
- Program Managers
- Program Analysts
- Directors

COURSE DETAILS AND CREDITS:
- July 31, 2013 in Washington, D.C., P1021.2
- August 7, 2013 in Chicago, IL, P1016.2
- October 9, 2013 in San Francisco, CA, P1027.2
- November 6, 2013 in Washington, D.C., P1028.2

COURSE SPECS:
- CPE Credits: 6 group-live, 4 online
- Delivery Method: Group-live, e-Course
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 1 Day
- Tuition: $399

MODULE 1
Measure Performance for Results
- Understand why you should measure performance in your agency
- Implement the four criteria of effective performance measurements systems
- Illustrate the linkages between daily activities and outcomes

MODULE 2
Identify Characteristics of Effective Performance Management Systems
- Understand the 8 critical success factors for effective performance management systems
- Increase data availability and make sure the data is readily accessible
- Manage and analyze data in a uniform and consistent manner

MODULE 3
Understand Logic Models
- Define the relationship between outcomes, measures, activities, outputs and inputs
- Develop a framework and a process for planning, management and evaluation
- Provide a structure for understanding the situation that drives the need for an initiative

MODULE 4
Identify Outcomes and Intermediate Outcomes
- Develop end outcomes that are grounded in mission and statute and that assess progress toward strategic goals
- Learn how to measure only the things you can count rather than things that are strategically important
- Use the SMART framework to develop effective outcomes

MODULE 5
Develop Measures and Metrics
- Create meaningful measures that are useful for decision makers and other stakeholders
- Develop clear measures that tell your department’s story
- Create useful measures that remain relevant and meaningful over time

MODULE 6
Narrow Casting and Targeting
- Set targets for your chosen measures
- Establish desired results within a specific timeframe
- Understand the four attributes of a quality target

MODULE 7
Manage through Measures
- Use measures to manage and motivate employees
- Manage your budget based on performance measures
- Develop performance-based statements of work to manage contracts

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521
Performance Budgeting

MODULE 1
Examine the foundations of planning and budgeting
- Compare and contrast key aspects of budgeting fundamentals versus private sector and governmental planning
- Identify the purposes of an agency budget and how the key elements of the budget contribute to those purposes

MODULE 2
Establish the performance groundwork
- Build a strategic hierarchy from mission to goals to objectives to activities, including performance measures
- Validate the strategic hierarchy by incorporating strategy maps/logic models/theory of change
- Identify initiatives in the strategic plan that begin in the budget year
- Determine performance changes planned for the budget year

MODULE 3
Link performance to budget formulation
- Review characteristics of different budget types and identify the key elements of the performance-linked budget
- Align the performance-linked budget with the Federal budget calendar
- Identify internal and external sources of quantitative budget data
- Calculate the cost of performance change in the budget year and beyond
- Assemble the performance-linked budget and justify it to the department, OMB, and Congress

MODULE 4
Execute the performance-linked budget
- Create a cost structure tied to the strategic hierarchy in order to validate and control the cost of performance change
- Capture and report integrated budget and performance data for decision-makers and stakeholders
- Adjust the budget and adjust performance targets to maintain a performance link to the budget

COURSE OBJECTIVES:
- Adapt the budget to organizational performance objectives to reflect the realities in today’s fiscal environment
- Build confidence among key stakeholders in accurate forecasting procedures
- Optimize resources to allow for greater agility in the management of your agency

DESIGNED FOR:
- Strategic Planners
- Program Managers
- Program Analysts
- Directors

COURSE DETAILS AND CREDITS:
- August 1, 2013 in Washington, D.C., P1021.3
- August 8, 2013 in Chicago, IL, P1016.3
- October 10, 2013 in San Francisco, CA, P1027.3
- November 7, 2013 in Washington, D.C., P1028.3

COURSE SPECS:
- CPE Credits: 6 group-live, 4 online
- Delivery Method: Group-live, e-Course
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 1 Day
- Tuition: $399

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

www.PerformanceInstitute.org
PROGRAM PERFORMANCE

- Program Management for Government
- Program Evaluation for Managers
Program Management for Government

REASONS TO ATTEND:

- Integrate and utilize program evaluation as a key companion to advancing performance management in your agency
- Align and assess program goals between evaluators and managers by defining the key researchable questions that drive evaluation and performance management
- Improve and review performance with insight into program theory, controllable factors, external influence, and feedback on program results
- Anticipate and prepare for the challenges you may face in integrating and utilizing evaluation findings
- Engage and take part in hands-on activities that will help you build an evaluation mindset and capacity in your agency for improved program performance

DESIGNED FOR:

- Program Managers
- Project Managers
- Division Managers
- Program Planners
- Strategic Planning Managers and Planners
- Program Analysts
- Performance Improvement Office Staff
- CFO/budget office staff involved in meeting OMB/congressional results reporting requirements

COURSE DETAILS AND CREDITS:

- August 19-20, 2013 in Washington, D.C., P1022.1
- December 9-10, 2013 in Washington, D.C., P1031.1

COURSE SPECS:

- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1099

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

EARN 12 CPE CREDITS!

MODULE 1
Introduction to Program Management
- Relationships and differences between projects, programs and portfolios
- Program life cycle
- Interdependence between projects and programs
- Critical success factors for program management

MODULE 2
Pre-program Preparation
- Strategic benefits of programs
- Organizational mission, vision and values, and how they influence strategy
- Align program objectives with organizational objectives
- High-level business case
- The program manager’s role

MODULE 3
Program Initiation
- Program charter
- Stakeholder management plan, including schedule and cost estimates
- Plan for program setup

MODULE 4
Program Setup
- Program architecture
- Benefits realization plan
- Plan for the remainder of the program
- Set up the program infrastructure; including governance tools, PMO, facilities and other processes
- Metrics for measuring and controlling the program

MODULE 5
Delivery of Program Benefits
- Governance structure for monitoring and controlling program components
- Factors for project sequencing in order to meet program objectives and realize benefits
- Monitor the program
- Respond to program changes and execute corrective actions when necessary
- Coordinate activities between program components/projects
- Manage impact of organizational changes and benefits

MODULE 6
Program Closure
- Stakeholder communication
- Ensure program closure and benefits of realization
- Program closure activities
- Transition to operations and maintenance
- Lessons learned
COURSE OBJECTIVES:
- Understand the key steps for building an evaluation system within your organization
- Learn how to develop and perform high-priority evaluation activities
- Use data and evaluation to drive continuous improvement in program policy and practice
- Determine the causal effects of your programs and how they correlate to funding requests

DESIGNED FOR:
This course most benefits those who are looking to improve their knowledge, skills and confidence to develop evaluations and increase their organization’s evaluation capacity.
- Program Managers
- Project Managers
- Division Managers
- Program Planners
- Strategic Planning Managers and Planners
- Program Analysts
- Performance Improvement Office Staff
- CFO/budget office staff involved in meeting OMB/congressional results reporting requirements

COURSE DETAILS AND CREDITS:
- August 21-22, 2013 in Washington, D.C., P1022.2
- December 11-12, 2013 in Washington, D.C., P1031.2

COURSE SPECs:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1099

MODULE 1
Overview and Logic Model Utilization
Review the Mandates that Affect Program Evaluation and Performance Measurement
- Understand the foundations and functions of program evaluation
- Examine the relationship between program evaluation and performance management
- Understand the function of GPRA and OMB initiatives as they pertain to programs and performance measurement
- Evaluate recent performance measurement and program evaluation under the current President’s initiatives

Defining the Researchable Question
- Align research expectations and goals between managers and evaluators
- Understand the criteria behind a researchable question
- Attain the knowledge of the higher level questions that evaluators are trying to answer

Interactive Exercise: Developing the Logic Model for Program Evaluation
- As a conceptual framework of a program’s expected lifecycle, the logic model represents one of the best tools in managing and measuring program performance by mapping the critical junctures in the program as it progresses to its ultimate end outcomes. By this standard, the logic model also becomes a critical tool for program managers in both preparing and understanding program evaluation by recognizing what key program aspects will be evaluated.

During this hands-on session, course attendees will:
- Learn about the logic model framework and its benefits
- Create a conceptual model of your program
- Explore examples of federal program logic models

MODULE 2
Evaluation Design and Data Collection
Data Gathering and Validation
- Understand the evaluator’s role and methods of data gathering and validation
- Assess your role during the data gathering phase
- Facilitate open communication with program evaluators with necessary data collected from program operations

Continued on Page 20
Interactive Session Understanding and Utilizing an Evaluation Design Matrix

- One of the most critical aspects during program evaluation is conceptualizing and designing the evaluation itself. Oftentimes, a deficient evaluation design may result in the mis-alignment of expectations between program managers and evaluators and increase the possibility of inadequate findings. Course attendees will be given specific tools that include a workable design matrix to help them better understand this process.

This interactive session will focus on:

- Understanding and utilizing a design matrix as it pertains to program managers preparing for evaluations
- Discussing and selecting the appropriate methods of evaluation as they fit into selected programs
- Communicating and aligning evaluation expectations between program managers and evaluators

MODULE 3
Analysis, Reporting and Communication

- Review data analysis methods that may be used by the evaluating bodies
- Assess qualitative and quantitative methods of analysis
- Understand your role in the analysis process
- Analyze and provide input for the final report

Evaluation Reporting

- Identify the stakeholders and audience to present evaluation findings
- Engage in active discussions with the evaluation team on their findings
- Pinpoint program deficiencies and areas of improvement as identified by the evaluation team with the conceptualized logic model
- Formulate effective strategies to address evaluation findings
- Utilize tools that will help prioritize improvement methods to address program findings

MODULE 4
Post-Evaluation Processes and Practices

- Understand the GAO perspective and goals behind evaluations
- Review ways to utilize evaluation findings to improve programs

MODULE 5
Overcoming Barriers to Improvement

- Anticipate and prepare for challenges in implementing evaluation findings
- Create the need for an evaluation function within your program or agency to augment your performance management goals
ADVANCED PERFORMANCE COURSES

• Organizational Leadership & Change Management
• Advanced Performance Measures
Organizational Leadership & Change Management

COURSE OBJECTIVES:
- Learn and understand a holistic approach to building and sustaining organizational excellence
- Assess and evaluate your organization’s capacity to attain a high performance organization status
- Identify and implement proper measures that your organization should be using to evaluate and boost performance
- Maximize and improve employee commitment and engagement with proven skills and tools
- Engage and dive into highly interactive and hands-on learning exercises that will improve your leadership and managerial skills

DESIGNED FOR:
- CHROs and CHCOs
- Administrators
- Directors
- Performance Officers
- Senior Managers

- Human Resources Managers
- Workforce Planning Managers
- Employee Engagement Supervisors

COURSE DETAILS AND CREDITS:
- June 18-19, 2013 in Washington, D.C., P1013
- September 9-10, 2013 in Washington, D.C., P1018.1

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1199

MODULE 1
Learn the High Performance Organization (HPO) Framework
- Identify the six component pieces that support delivering customer satisfaction
- Learn the results and benefits of achieving organizational excellence
- Discuss examples of High Performance Organizations and why they can be considered as such

MODULE 2
Assess Your Organization/Business Unit Against the HPO Framework
- Assess your organization’s current state in terms of organizational pain and potential gains
- Identify barriers to achieving Organizational Excellence
- State your critical success factors for this journey
- Describe the organizational culture you desire and how you will achieve it

MODULE 3
Leverage Key Customers and Stakeholders
- Augment your knowledge on what customers REALLY want
- Learn how to deliver customer delight
- Define the strategies you will implement to deliver customer delight

MODULE 4
Understand How to Define and Implement Your Strategic Direction
- Describe the benefits, characteristics and uses of a clear strategic direction
- Learn how to use balanced scorecard and strategy map thinking
- Determine ways to see your vision and values carried out in day-to-day organizational activities

MODULE 5
Plan How to Create Strong, Positive Leadership and Management
- Describe followers’ expectations & their “scorecard” of both leaders & managers
- Explain the connection between leader/manager behavior and employee commitment
- State the leadership traits and behaviors of “those we’d follow anywhere”
- Experience the challenge of managers balancing organizational and employee needs/wants

MODULE 6
Leverage Your Employee’s Engagement and Commitment
- Assess where your employees are on the continuum of commitment
- Discover the significant benefits of a fully engaged workforce
- Learn how to earn your employees’ “discretionary effort”
- Use recognition and rewards to maximize long-term loyalty and commitment
MODULE 7
Maximize Employee Competence with a Performance Consulting Approach
- Learn the “Performance Equation” for maximizing/diagnosing employee performance
- Identify causes of low performance
- Leverage the practices of high performers and the Gallup 12 study

MODULE 8
Use “Measures that Matter” to Improve Organizational Performance
- Describe what you produce at work
- Determine what measures best fit your needs
- Describe the optimal environment for effective performance measurement
- Identify measures you can stop using and ones you should start using

MODULE 9
Lead and Manage Change Effectively
- Discuss best and worst lead change experiences
- Define why people embrace and resist change
- Describe the role of communication and trust in leading successful change
- Use the change chart to diagnose or plan change efforts
- Define the levers that best help you implement and sustain change

MODULE 10
Determine How to Become a High Performance Organization
- Learn the four phases of building an HPO
- Assess the gap between your current and desired states
- Determine the driving and restraining forces that will affect implementation
- Ensure leaders, supervisors, and front-line workers invest their time in their appropriate roles
- Complete the shell of an action plan
Advanced Performance Measures

COURSE OBJECTIVES:
- Developing and utilizing a performance management framework
- Aligning and cascading outcomes and outputs throughout the organization
- Understanding and using a performance measurement lifecycle
- Defining and implementing performance measures and data
- Utilizing performance information for reporting and decision-making

DESIGNED FOR:
This course will be beneficial for position titles from any organization that include:
- CEO
- COO/CFO
- Executive Directors
- Directors
- Managers
- Administrators
- Department Heads
- Supervisors
- Project Managers
- Portfolio Managers
- Program Directors and Managers
- Commissioned and non-commissioned officers
- All other management, supervisory or professional staff that are looking to increase performance and eliminate roadblocks for their organization and work-teams through confident problem solving and decision making.

COURSE DETAILS AND CREDITS:
- September 11-12, 2013 in Washington, D.C., P1018.2

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $999

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

MODULE 1
Context for Creating a Performance Management System
- Elements of a performance management system
- Strategic Thinking vs. Strategic Action
- Discuss the logic model framework for organization performance
- Cascade and align performance with a focus on organization mission

MODULE 2
Establish Measurement Framework
- Utilize the logic model to build performance foundation
- Incorporate the elements of the logic model
- Demonstrate the “How and Why” concepts of performance
- Discuss relationship of controls and influences through the framework

MODULE 3
Identify and Apply Outcome Measures to Support Goals
- Learning concepts to identify and select outcome focused measures
- Developing outcome measures aligned to goals
- Defining the measures and structure for results

MODULE 4
Develop and Apply Intermediate Measures to Assess Strategies
- Understanding near-term steps progressing toward strategies
- Establishing a set of measures-assessing strategies
- Applying intermediate measures to manage priority and near-term performance

MODULE 5
Align Organizational Levels to Goals and Strategies
- Cascading and alignment of performance throughout the organization
- Examine accountability structures
- Establish “line of sight” performance processes

Exercise: Build a Performance Framework, the exercise will focus on:
- Utilizing a logic model to build a performance framework
- Develop goals, strategies, and process
- Develop outcome measures, intermediate measures, and outputs

MODULE 6
Set Targets, Performance Standards, and Performance Factors to Determine Probability of Success
- Setting targets for measures using information
- Establishing the criteria for performance standards
- Creating the performance factors for analyzing measures
- Discussing the elements to score performance success

MODULE 7
Use Performance Data for Reporting and Decision Making
- Documenting data collection sources and processes
- Establishing frequency and method of reporting
- Reporting views to communicate performance to audiences
- Integrating performance data into organization decision-making
ADVANCED DATA USAGE COURSES

• Analytics & Data Mining Fundamentals
• Reporting, Using, & Verifying Performance Data
Analytics & Data Mining Fundamentals

COURSE OBJECTIVES:
- Understand and evaluate how to make better decisions backed by data and performance
- Utilize and implement regression analysis to better program performance and predict performance
- Review and discuss the challenges and solutions to incorporating improved data analysis and data mining in the public sector
- Build and sustain a solid knowledge base of applying analytics to performance measures and performance data
- Engage and participate in exercises and course work that will help you assess how to implement data analytics and data mining in your organization

DESIGNED FOR:
- Performance Officers
- Program Managers
- Program Analysts
- Budget Officers
- Performance Analysts
- Program Evaluators
- Data Analysts
- Budget Analysts

COURSE DETAILS AND CREDITS:
- October 7-8, 2013 in Washington, D.C., P1030.1

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $999

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

MODULE 1
Turning Data into Information for Decision Making
- We have lots of data, but what do we do with it?
- What information do we have to make decisions?
- What information do we need to make good decisions?

MODULE 2
Fundamentals of Data Analytics
- Understanding what can be considered “normal”, “not normal” and “related” in a data analytics context
- Measuring performance and costs
- Differentiating between “describing” and “explaining” what’s happening

INTERACTIVE SESSION:
Reliability and Validity of Performance Measures.
This hands-on and interactive session will delve into understanding the relationship of performance measures and data analytics and give insight into overcoming the challenge of verifying and validating performance data. Course attendees will:
- Review various examples of performance measures
- Learn to assess the reliability of measures
- Understand how to properly evaluate the validity of measures

MODULE 3
Confidence and Certainty in Analytic Results
- Understanding the value of experiments as the best form of analysis
- Recognizing and incorporating the value of sampling
- Differentiating correlation from causation in an analytical context

MODULE 4
Common Methods of Data Analysis
- Evaluate program effectiveness
- Forecast performance
- Examine impacts on program costs

INTERACTIVE SESSION:
Using Excel for Data Analysis
Building upon the topics learned on the first day of the course, this interactive and hands-on session will focus on utilizing available resources and common spreadsheets to analyze and communicate data. Course attendees will:
- Prepare data for analysis
- Practice calculating average, moving average, and correlation
- Practice on regression analysis and forecasting

MODULE 5
The Practice of Data Mining
- What is the difference between data “analysis” and “mining”?
- What kinds of relationships are we looking for in the data?
- What are the different elements of data mining?
INTERACTIVE SESSION:
Using Excel to Detect Patterns in Performance Data.
Utilizing common spreadsheet software to maximize available resources, this interactive session will have course attendees working with data to answer the following questions:
• What data appears to be clustered and what data appears related?
• What data stands out?
• How can data visualization help detect these patterns?

MODULE 6
Reviewing Data Mining Methods
• Understanding and differentiating the different methods of data mining
• Matching the strengths of specific data mining techniques to specific tasks for improved efficiency

INTERACTIVE SESSION:
Analyzing Performance Time Series.
This hands-on and interactive session will guide course attendees on how to decompose time series data into its 4 core elements of:
• Trend
• Seasonality
• Cyclicality
• Irregularity

MODULE 7
Evaluating Data Mining Software
• What data mining software are available on market?
• Which methods are appropriate for a given task?
• What should we look for in data mining software?
Reporting, Using, & Verifying Performance Data

COURSE OBJECTIVES:
- Identifying the qualities of effective performance reports
- Understanding how to tailor performance reports, dashboards, and scorecards for different audiences
- Confidently utilizing the most appropriate graph style or chart option to use in reports for different types of data
- Evaluating the “stat”-meeting model for data-driven review sessions and discerning stat-like practices that will improve the use of data to guide performance improvement
- Recognizing the completeness and reliability of performance data and understanding the key steps that can be implemented to ensure that data is as accurate as possible

DESIGNED FOR:
- Performance Officers
- Program Managers
- Program Analysts
- Budget Officers
- Performance Analysts
- Program Evaluators
- Data Analysts
- Budget Analysts

COURSE DETAILS AND CREDITS:
- October 9-10, 2013 in Washington, D.C.; P1030.2

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $899

MODULE 1
Performance Reporting and Management in the Federal Landscape
- Examine federal performance reporting requirements
- Identify the various stakeholders that have an interest in performance data
- Discuss the definition of performance reports, dashboards and scorecards

INTERACTIVE SESSION:
Review a Variety of Performance Reports to Identify Winning Approaches
- Individual & group analysis of each report
- Understand which performance reports worked well and identify which failed to deliver the right message
- What unique qualities of the reports made sure that the report was easy to follow and of interest to the audience

MODULE 2
Dashboards, Scorecards and Reporting Tools
- Take a tour of an interactive IT dashboard system
- Learn how underlying data can be transformed into a variety of dashboard reports

INTERACTIVE SESSION:
A Review of Dashboards and Scorecards
- Review sample dashboards and scorecards
- Compare and contrast to determine what makes a good dashboard and scorecard

MODULE 3
Data Visualization and Communication
- Take an online quiz in a group setting to familiarize yourself with data presentation best practices
- Understand how to categorize data relationships and identify the best style of graph or chart to tell each type of data story
- Individual and group exercise: practice identifying optimal graph options for sample data sets
- Understand various elements to consider including in your reports
- Group discussion of the different information needs of the key audiences for your reports

INTERACTIVE SESSION:
Designing Reports for Each Key Audience
- Determine which data elements to include in your report
- Determine how much context is needed
- Determine the timeframe you will cover in the report and the length of the report

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

www.PerformanceInstitute.org
MODULE 4
Utilizing Data for Performance Management
- Review the history of Stat efforts and understand the key elements of the approach
- Video examples of Data Driven Review Sessions
INTERACTIVE EXERCISE:
Design a Data Review Session for Your Team
- Identify who should be in your data reviews
- Determine how the room should be set up to encourage better discussion
- Develop key principles to guide the session and ensure a productive tone

MODULE 5
Data Verification and Validation: The Elephant in the Room
- Reliability and Completeness of Data
- Build data quality into your collection and compilation processes
- Understand how effective analysis can identify anomalies and raise yellow flags around potential data quality concerns
- Identify the elements of formal data quality assessments and understand when and how to use them
- Review examples of effective data completeness and reliability statements and understand how admitting weaknesses up front can strengthen the perceived accuracy of a report

MODULE 6
Bringing it all Home – Planning how to make it work in your organization
- Determine what methods for reporting and use of data best fit your organization’s needs
- Write up your strategy for how to strengthen reporting, use and reliability of data within your organization
- Define the methods that will help you share your vision and ideas with those in a position to implement change in your organization
ENTERPRISE ARCHITECTURE EXCELLENCE WEEK

• Enterprise Architecture Overview & Green Shield Certification Session
Enterprise Architecture Overview &
Green Shield Certification Session

COURSE OBJECTIVES:
- Understand the actual practice of EA and its importance to building and maintaining highly effective agile organizations.
- Determine the right balance between business strategy and IT solutions.
- Recommend an effective Model-to-action plan for your organization.
- Realize the success in solving problems with customizable EA Frameworks.
- Discover why the Zachman Framework is the most comprehensive and complete body of knowledge used in the profession.

DESIGNED FOR:
- Chief Information Officers
- Enterprise Architects
- Program Managers
- Project Manager
- IT Directors
- Configuration/Change Managers
- Project Directors
- Business Analysts

COURSE DETAILS AND CREDITS:
- August 26-30, 2013 in Washington, D.C., T1003
- December 2-6, 2013 in Washington, D.C., T1010

COURSE SPECS:
- CPE Credits: 30
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 5 Days
- Tuition: $2299

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

MODLE 1
Enterprise Architecture and the Business
- The Case for Change
- The Concepts for Change
- Accelerating Implementation (Business Change Implementation and Technology Change Implementation) in the Face of Accelerating Change

MODULE 2
Definitions
- Framework
- Methodology
- Architecture
- Implementation
- Project Management
- Enterprise Architecture
- Architecture Models

MODULE 3
Demystifying Enterprise Architecture for the Non-Practitioner
- The Analogies
- Justification Approaches
- What Works (and what doesn't)
- Business Vocabulary
- Creating an Enterprise Architecture Charter

MODULE 4
Planning for Enterprise Architecture
- Purpose of “Plan the Plan”
- Establishing Architecture Scope
- Defining Architecture Deliverables
- Major Tasks

MODULE 5
Developing the Enterprise Architecture Models
- Motivation – Goal Analysis and Models
- Function – Process Analysis and Models
- Data – Data Group Analysis and Models
- Network – Location Analysis and Models
- People – Organization Analysis and Models
- Time – Event Analysis and Models

MODULE 6
Further Understanding the Enterprise through Implementation Models and Analysis
- Implementation Analysis Models and Understanding
- Building on the Analysis – Developing Move-Ahead Initiatives
- Prioritization – Methods to Move Ahead and Enable the Architecture
MODULE 7
What Enterprises are Actually Doing – A Sampling of Real Enterprise Architecture Models
• Models
• Examples
• Templates
• Strategies

MODULE 8
Doing the Work
• Task Details
• Work Breakdown Structure
• Suggested Deliverables by Task
• Potential Task Challenges and Solutions
• Transitioning to Next Step Activities

MODULE 9
Ongoing Enterprise Architecture Activities
• Preparing for Ongoing Architecture Refinement and Usage
• Revising, Enhancing, and Using the Architecture Artifacts
• Reviewing and Approving the Project Plans
• Continuing to Deliver Value to the Enterprise

MODULE 10
Managing the Models
• The Governance Process
• Understanding Architecture (Engineering) and Implementation (Manufacturing) Models
• Developing Models
• Classifying/Storing Models
• Reusing and Managing Models
• Versioning and Changing Models

MODULE 11
Addressing Organizational Change and Resistance to Change
• Scale of Change
• Organization “Engineering”
• Resistance to Change
• Strategies for Overcoming Resistance to Change
• Action Model for Change

MODULE 12
The Enterprise Architect Maturity Model
• Maturity Model History
• The Enterprise Architect Maturity Model (EAMM)
• EAMM Stages
• Implementing the Enterprise Architect Maturity Model Program

MODULE 13
Conducting an Enterprise Architecture Project – the Process and Work Breakdown Structure
• Team Composition
• Prepare for the Enterprise Architecture Program Project
• Model the “Enterprise” within Scope
• Analyze the “Enterprise” within Scope
• Conduct Review and Verification Session
• Transition to Next Steps

MODULE 14
Short Term Approaches for Long Term Success
• Demonstration Projects
• Portfolio Rationalization Projects
• “Less than Enterprise” Architecture
• More “Quick Strike” Opportunities

MODULE 15
The Quick Start Toolkit
• Templates
• Analysis Tools and Algorithms
• Work Breakdown Structure
• Microsoft Office Tool Enablement
• Enabling other Toolsets

MODULE 16
Next Step Activities
• Certification Levels
• EACOE Web site
• Continuing your Enterprise Architecture Growth

MODULE 17
Architecting the Cloud
• Definitions
• Comparing yesterday, to today, to tomorrow
• Cloud and the Business Strategy
• Advantages and Disadvantages
• Cloud Attributes Related to Existing Infrastructure
• Cloud and the Information Technology Strategy
• The Process (Outline)
REQUIREMENTS ANALYSIS COURSES

- Requirements Analysis Overview For Executives
Requirements Analysis Overview for Executives

COURSE OBJECTIVES:
- Understand and be able to describe the value of establishing an improved Requirements Analysis best practice
- Use the IIBA BABOK Knowledge Areas and apply them to a Requirements Life Cycle Process
- Align the Project Management, Solution Development with a Requirements Life Cycle Process
- Understand how to elicit and document requirements from Subject Matter Experts in the most efficient way possible
- Use a methodology for consistently and efficiently documenting requirements

DESIGNED FOR:
- New business analysts
- Experienced business analysts looking to update their skills and understanding of their role
- Project managers who incorporate business analysis roles in their projects
- Managers that have business analysts on their staff

COURSE DETAILS AND CREDITS:
- October 21-22, 2013 in Washington, D.C., T1014.1

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1099

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

MODULE 1
Introduction to Business/Requirements Analysis and Its Unique Value Proposition
- The Requirements Dilemma
- Building the Business Case for Requirements Analysis

MODULE 2
Introduction to the Business Analyst Role
- What is a Business Analyst?
- What are the primary duties of a Business Analyst?
- What are the competencies of a Business Analyst?
- What are the IIBA and the BABOK?
- What is the Requirements Life Cycle?
- Where is the Business Analyst role on a project team and how does the BA interact with other team members?

MODULE 3
The Nature of the Project
- Work with the Project Manager to assess the project type
- Understand the scope of the project
- Communicate and confirm the scope using various techniques such as a Context Diagram
- Performing Stakeholder Analysis

MODULE 4
Understand Requirement Types
- Understand why requirements are important
- Identify the types and origin of the requirements
- Ensure that knowing how to write a good requirement is understood
- Establish a mechanism to “trace” requirements through the Requirements Life Cycle

MODULE 5
Incorporate a Model Driven Approach
- Models (diagrams and their associated definitions) should drive the requirements-gathering process.
- Overview of the Process
- Business Process Models vs. Requirements Models
- Business Process Model Basics
- Requirements Model Basics

MODULE 6
Understand the Business Process
- Look at the affected Business Processes from different perspectives
- Purpose and Concepts of Business Process Analysis
- Identify Business Events for Processes
- Pain Point Analysis/Identify Opportunities
- As-Is and To-Be processes

MODULE 7
Requirements Elicitation Skills
- Elicit information by leading collaborative sessions
- Learn how to organize and confirm information and gain consensus from stakeholders
- Serve as a Session Analyst/Scribe
- Ensure that the Requirements are collected, documented and communicated in a form that is useful to all stakeholders

MODULE 8
Understanding the Basics of Use Cases / User Stories
- Why Use Cases / User Stories are important
- Work with User Stories
- Work with User Cases

MODULE 9
Develop and Manage Business Analysts within the Organization
- Understand the Business Analyst Skill Set
- Develop a Strategy for Building Competency
- Manage a Business Analyst Team
Requirements Analysis for Practitioners

COURSE OBJECTIVES:
- Understand what business analysis means – the need, the value and the benefits
- Understand the role, value, responsibilities, and competencies required of today’s Business/Requirements Analysts
- Understand the components and importance of a structured, repeatable, and comprehensive approach for conducting business/requirements analysis on a project.
- Apply a Requirements Life Cycle Process to generate high quality work products and deliverables
- Understand what Business Analysis Competency means in an organization and how to enhance Requirements Analysis skills.

DESIGNED FOR:
- Analysts who write requirements or specifications as part of their weekly duties
- Business or Requirements Analysts seeking to learn the latest techniques and best practice
- Project Managers who incorporate business analysis roles in their projects
- Business architects looking to extend their competencies

COURSE DETAILS AND CREDITS:
- October 23-24, 2013 in Washington, D.C.,T1015

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1699

MODULE 1
The difference between Requirements Analysis and writing project requirements
- The Requirements Dilemma
- Building the Business Case for Business/Requirements Analysis

MODULE 2
Introduction to Business Analysis and the Business Analyst Role
- What is Business Analysis?
- What are the IIBA and the BABOK?
- What are Business Analysis best practices?
- What is a Requirements Analyst and what are the primary duties of a Requirements Analyst?
- What is the Business Analyst role on a project team and how does the RA interact with other team members?
- What are the competencies of a Requirements Analyst?
- What is the Requirements Life Cycle?
- What is the importance of requirements elicitation, documentation and management tools?

MODULE 3
Understand Requirements
- Understand the definition of requirements
- Understand why requirements are important
- Identify the types and origin of the requirements
- Ensure that knowing how to write a good requirement is understood
- Establish a mechanism to “trace” requirements

MODULE 4
Incorporate a Model-Driven, Structured Business Analysis Project Approach
- Understand how models (diagrams and their associated definitions) can drive the requirements elicitation and documentation process.
- Understand the Requirements Life Cycle Process - Overview
- What are Business Process Models vs. Requirements Models?
- What are the Business Process Model basics?
- What are the Requirements Model basics?

MODULE 5
Understand the Value of Business Analysis/Requirements Tools
- BA Tools – Key Factors
- BA Tool Components
- BA Tool Touch Points - Roles
- Requirements for a BA Requirements Tool

MODULE 6
Determine the Nature and Scope of the Project
- Work with the Project Manager to assess the project type
- Understand the scope of the project
- Communicate and confirm the scope using various techniques such as a Context Diagram
- Perform Stakeholder Analysis
MODULE 7
Understand the Business Process
- Look at the affected Business Processes from different perspectives
- What are the purpose and concepts of Business Process Analysis
- Identify Processes using Event Analysis
- Structure set of Processes for project
- Visualize the Process in a Process Model
- Conduct Pain Point Analysis/Identify Opportunities
- Use Process Analysis to identify requirements
- Understand the evolution from the As-Is to the To-Be processes

MODULE 8
Understand Requirements Elicitation Skills
- Elicit information by leading collaborative, facilitated requirements sessions
- Learn how to organize and confirm information and gain consensus from stakeholders
- Serve as a Session Analyst
- Ensure that the Requirements are collected, documented and communicated in a form that is useful to all stakeholders

MODULE 9
Understand the Basis of Requirements - Basics and Value of Use Cases / User Stories
- What are Use Cases/ User Stories?
- Why Use Cases/ User Stories are important?
- Understand the relationship between Use Cases/ User Stories and requirements
- Leverage Use Cases/ User Stories for testing, training, documentation

MODULE 10
Understand Business Analysis Professional Development
- Understand the value of establishing Business Analysis Competency in an organization
- Understand resources available for Business Analysis professional development
PROJECT MANAGEMENT TRAINING & PREPARATION COURSES

- Agile Project Management Workshop
- PMP® Exam Preparation
COURSE OBJECTIVES:

- The ability to manage rapidly changing priorities
- Increased productivity of the team
- Enhanced quality of the product
- Accelerated time-to-market

DESIGNED FOR:

- PMO managers
- Project Managers
- IT Executives and members of the leadership team
- Center of Excellence Managers
- Process and Best Practice Managers
- Senior Business Professionals
- Business Analysts

COURSE DETAILS AND CREDITS:

- September 25-26, 2013 in Washington, D.C., T1006.2

COURSE SPECS:

- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $1299

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.892.9521

MODULE 1

Introduction to Agile Project Management

- History of Agile movement
- Agile manifesto
- Principles behind the Agile manifesto
- Common myths about Agile project management
- Characteristics of an Agile project
- When not to use Agile Development
- Strengths and challenges of Agile development
- Variants of Agile methods

MODULE 2

Traditional Approach Versus Agile Approach

- Traditional project management
- Agile project management
- Traditional vs. Agile methods
- Phases of an Agile project
- Agile project skills
- PMBOK® Guide knowledge areas
- PMBOK® Guide process groups

MODULE 3

Developing the Agile Environment

- Agile culture
- Management challenges to Agile adoption
- Transition process for management
- Team challenges to Agile adoption
- Distributed team challenges
- Stakeholder/customer challenges to Agile adoption
- Agile approach to hybrid environments
- The Agile project manager
- Characteristics of an Agile project manager
- Skills required to lead an Agile project

MODULE 4

Envisioning the Agile Project

- Agile approach to the requirement process
- The envisioning process
- User story development
- Release planning
- Prioritizing feature for a release
- Iterations in releases

MODULE 5

Building and Managing in Iteration

- Iteration planning
- Allocating work
- How far in advance do you plan?
- Estimating for an Iteration
- Rough order of magnitude
- Velocity/Story points/Time box/Managing Risks
- Tracking iteration progress
- Daily Standup meeting
- Project closeout retrospective
PMP® Exam Preparation

COURSE OBJECTIVES:
- Gain invaluable insight into the PMP Exam
- Unique opportunity for face-to-face prep with an expert trainer
- Improve your knowledge of the application and the process
- Study the process of project management and how they will be accessed during the exam

DESIGNED FOR:
- PMO managers
- Project Managers
- IT Executives and members of the leadership team
- Center of Excellence Managers
- Process and Best Practice Managers
- Senior Business Professionals
- Business Analysts

COURSE DETAILS AND CREDITS:
- September 23-26, 2013 in Washington, D.C., T1016

COURSE SPECS:
- CPE Credits: 24
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 4 Days
- Tuition: $1899

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

MODULE 1
Discuss the Fundamentals of the Exam
- Gain invaluable information regarding topic areas that will be covered in the exam
- Define key terms that you will have to know for the exam

MODULE 2
Applying for the Certification
- Understand the application process
- Further your preparation by knowing what you need to succeed
- Determine what you need before you apply
- Explain the application itself and common mistakes that cause rejections

MODULE 3
The Project Management Framework
- Define The Project Management Framework
- Break your project into manageable pieces
- Show how the framework will help guide your project through its entire life cycle

MODULE 4
The Project Management Processes
- Study each process and the steps that you should take during each one
- Determine the importance of each stage
- Provide detailed examples of each process
- Discuss best practices to ensure the goals for part of the process is met

MODULE 5
Project Integration Management
- Explore how integration management will drive focus to the big picture
- Coordinate the different processes to successfully manage the project
- Showcase common (and not so common) missteps in this part of the process and how to avoid them
- Develop a Project Charter

MODULE 6
Project Scope Management
- Identify the detailed requirements for your project
- Develop a detailed description of the project
- Create a Work Breakdown Structure (WBS)
- Implement the work and ensure that all of the requirements are met

MODULE 7
Project Time Management
- Improve your ability to create an efficient and manageable project timeline
- Discuss best time management skills keep on your pre-determined time frame
- Create a Network Diagram
- Explore multiple tools available to use to keep on your timeline
- Strategize how to solve and identity time management problems as they arise
MODULE 8
Project Cost Management
• Examine methods of selecting amongst potential projects
• Review the concepts of cost estimating and budgeting
• Create a cost estimate
• Learn how to control costs to stay within the approved budget
• Develop an understanding of Earned Value Management

MODULE 9
Project Quality Management
• Understand the basic concepts of quality
• Identify the differences between quality assurance and quality control
• Learn how to identify the quality requirements of your project
• Ensure that the quality requirements are met

MODULE 10
Project Communications Management
• Assess your communication needs for each project
• Understand how to communicate the progress of the project to the stakeholders
• Explore communication methods and potential technology you can use

MODULE 11
Project Human Resource Management
• Understand the project manager’s HR responsibilities during the entire life cycle of the project
• Establish and maintain an efficient HR Management plan
• Discuss HR management techniques that are helpful and useful throughout the project management process

MODULE 12
Project Risk Management
• Determine how to best identify potential risks
• Develop actions if the potential risks occur
• Ensure that your risk management plan can avoid problems that could derail your project

MODULE 13
Project Procurement Management
• Determine what services and contracts are needed to ensure successful completion of the project
• Understand the various types of contracts and the role of the Project Manager
• Generate invaluable techniques of project procurement management
• Establish how you will monitor and control contractor performance

MODULE 14
Professionalism and Responsibility
• Explore what should and should not be done as a project manager
• Examine the code of conduct to uphold
• Establish the responsibilities of the project manager

MODULE 15
Additional Examination Insights
• Ensure that all questions regarding your upcoming exam are answered
• Discuss what to expect on the day of the exam
• Learn value tips, tools, and techniques for maximizing your exam results
CONTINUING EDUCATION ELECTIVES FOR PROFESSIONALS

- Workflow Mapping & Analysis
- Root Cause Analysis for IT
- Critical Thinking Skills For Leadership
Workflow Mapping & Analysis

REASONS TO ATTEND:
- Understand what workflow mapping entails and how it can help improve results in your organization
- Eliminate errors and backlog with a well thought-out and detailed representation of your processes and workflow
- Cascade the value of improved process knowledge and management through process mapping skills and techniques
- Discover the benefits of creating a workflow map and its effects on productivity and outputs
- Utilize a detailed workflow map to enhance and improve onboarding, documentation, and stakeholder satisfaction

DESIGNED FOR:
- Inspectors
- Investigators
- Examiners
- Auditors
- Quality Assurance Specialists
- Supervisors
- Program Assistants
- Equal Opportunity Specialists
- Licensing Specialists and Managers
- Operations Managers
- Legal Assistants
- Case Technicians
- Customer Service Representatives
- Consumer Safety Officers
- HR Specialists
- HR Generalists
- Social Workers
- Case Workers
- Case Managers
- Data Processors
- Services Administrators
- Association and Agency Operational Leaders

COURSE DETAILS AND CREDITS:
- August 12-13, 2013 in Washington, D.C., P1015

COURSE SPECS:
- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $899

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

MODULE 2
Harness Essential Process Mapping Skills
- Understand key terminology that will be used
- Learn the commonly used symbols and their functions
- Utilize specific mapping rules for easier map creation and evaluation
- Evaluate existing models to gain better insight on practical applications

Create a Workflow Map that Reflects Your Goals
- Recognize your inputs and outputs
- Define your current and ideal end results
- Identify the people involved in the process

MODULE 3
Assess Process Map Examples for Improved Evaluation
- Identify the qualities of a successful working map
- Learn techniques of successful process map facilitation and integration
- Understand what works and what does not in creating a map

Evaluate Your Process Map
- Analyze the main problem areas in your workflow
- Assess where the majority of problems arise
- Compare your map with your previous objectives

MODULE 4
Identify Opportunities to Improve Problem Areas
- Gather feedback and input from the parties involved
- Create an action plan to address known issues
- Assess what resources are available to help you reduce backlog or interruptions in vital areas

Cascade Process Awareness throughout Your Organization
- Alleviate backlog by promoting a shared approach to process evaluation
- Align goals by using a common mapping process
- Foster a cohesive work culture through improved process awareness

Integrate your Findings and Mapping Tools into the Work Culture with Training and Documentation
- Ensure sustainable workflow patterns with documented workflow processes
- Utilize a detailed workflow map to enhance and improve onboarding
- Enhance performance management reviews by incorporating your completed map

www.PerformanceInstitute.org
Critical Thinking Skills
For Leadership

REASONS TO ATTEND:

• Dominate the fiercely competitive market with the ability to adapt and harness multiple perspectives.
• Align the objectives of leadership with employee motivations to build a powerful and more agile organization.
• Eliminate and avoid wasteful outcomes with a solid foundation of critical thinking and decision-making skills.
• Integrate problem-solving and decision-making skills to create the best possible solution in any situation.
• Engage and take part in hands-on and in-depth discussions and exercises on improving leadership and management through practical and systemic decision-making.

DESIGNED FOR:

• CEO
• COO/CFO
• Executive Directors
• Directors
• Managers
• Administrators
• Department Heads
• Supervisors
• Project Managers
• Portfolio Managers
• Program Directors and Managers
• Commissioned and non-commissioned Officers
• All management, supervisory or professional staff who need to solve problems and make decisions.

COURSE AGENDA

MODULE 1
Prioritywise
• Learn how to determine priorities.
• How to facilitate consensus and agreement on the way forward.
• How to gain buy-in from all stakeholders

MODULE 2
Thinkingwise
• Learn how to analyze and resolve complex problems.
• How to use Divergent Thinking skills to open up the problem detail to create a common understanding.
• How to use Convergent Thinking skills to narrow down the problem for key issues to be addressed.

MODULE 3
Causewise
• Learn how to identify and resolve technical deviations from standard.
• How to describe a deviation (problem) accurately.
• How to ask the right questions to gather the right information to solve the right problem.
• How to generate feasible causes and then how to test each cause to come to the most probable cause(s).
• How to verify the cause in practice. Practice the process with a case study application.
• Learn the investigative approach using Differences and Changes as the basis of the search.
• Learn how to use these skills “Thinking on Your Feet”.
• Apply the Finding Cause process to your own job situations.

MODULE 4
Solutionwise
• Learn how to find solutions to simple and complex problem situations.
• How to crystallize to solution sought.
• How to generate the solution requirements based on the stakeholders’ requirements.
• How to evaluate and create the most advantageous solution for the problem situation.
• How to consider risks for implementation.
• Apply the Create a Solution approach to your own job situations.
• Demonstration of the Making a Choice approach.
• Demonstration of the decision process to Thinking-on-Your-Feet situations.
• Demonstration of the MAXFOUR METHOD approach.

MODULE 5
Riskwise
• Learn how to assess and avoid risks
• How to identify and generate possible problems for any future action to be undertaken.
• How to assess the level of risk.
• How to generate feasible and implementable avoiding and contingent actions.

EARN 18 CPE CREDITS!

COURSE DETAILS AND CREDITS:

• August 14-16, 2013 in Washington, D.C., B1019

COURSE SPECS:

• CPE Credits: 18
• Delivery Method: Group-live
• Program Level: Basic
• Prerequisites: None
• Advanced Preparation: None
• Length: 3 Days
• Tuition: $1099

In-House Training:
This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521
Root Cause Analysis For IT

REASONS TO ATTEND:

- Learn how to reduce severity escalations and recurring incidents
- Drastically reduce incident investigation cycle time from days to hours (M-T-T-R)
- Identify and resolve both the true cause (technical reason) for incidents and their root cause(s) (underlying reasons) to permanently prevent re-occurrence

DESIGNED FOR:

- All mid to senior level IT management and staff will benefit from this training. This training will provide them with a structured, common investigative thinking process, and a set of interrogative questions for effective cross-silo collaboration.
- Project Managers
- Portfolio Managers
- Program Directors and Managers
- Commissioned and non-commissioned Officers
- All management, supervisory or professional staff who need to solve problems and make decisions.

COURSE DETAILS AND CREDITS:

- October 1-2, 2013 in Washington, D.C., T1005

COURSE SPECS:

- CPE Credits: 12
- Delivery Method: Group-live
- Program Level: Basic
- Prerequisites: None
- Advanced Preparation: None
- Length: 2 Days
- Tuition: $799

In-House Training: This course can be customized for a group at your organization. Contact The Performance Institute for details: 877.992.9521

COURSE AGENDA

EARN 12 CPE CREDITS!

MODULE 1
Priority Analysis

- Learn how to determine core issues & priorities.
- Understand how to facilitate consensus and agreement on the way forward.
- Depict how to best obtain buy-in from all stakeholders.
- Work on an application with feedback on the use of this process

MODULE 2
Root Cause Analysis

- Learn how to identify and resolve technical deviations from standard.
- Examine how to describe a deviation (incident/problem) accurately.
- Find out how to ask the right questions to gather the right information to solve the right incident/problem.
- Discuss how to generate feasible causes and then how to test each cause to come to the most probable cause(s).
- Learn how to verify the technical cause in practice.

METHODOLOGY

IT Incident Resolution consists of four main components:

- Identify the Incident Information – This involves identifying the correct entry point for the incident investigation and then gathering the relevant “minimalistic” information for analysis. The key is to work with relevant information only and not to get confused by irrelevant information presented in the situation.
- Identify Cause & Verify – Use intuition, gut feel and experience to identify probable causes and then apply SME logic to test and verify the Most Probable Cause. Testing of cause is done on paper through pure logic and then verified in the real work environment.
- Produce Systemic Solution – This is normally a combination of an interim action followed by a permanent solution to the problem. Use specific tools (i.e. Maxfour™) to generate quick, creative and effective answers.
- Implement & Monitor Resolution - Preventing a re-occurrence of the same problem in the future is a very important requirement for “service excellence”; therefore risks are identified and dealt with. Implementation is monitored to ensure the incident is resolved and will not re-occur.

SUPPORTING KEPNERANDFOURIE™ PROCESSES

- PriorityWise™ – Identifying the core issues represented in an incident or problem situation. This is then presented in a plan on how to resolve the total issue.
- CauseWise™ – Identifying the technical & underlying causes, which triggered the incident. This will ensure the identification of both the incident technical cause and the problem root cause.
- SolutionWise™ – An innovative way to find a solution through a combination of creative actions implemented over a period of time.
In-House Training & Customization

One of the more popular vehicles for accessing The Performance Institute’s educational offerings is the delivery of on-site trainings and management facilitations.

While the majority of on-site trainings are focused on smaller groups, The Performance Institute also has the ability to accommodate organization-wide training initiatives. Utilizing multiple instructors, the Institute has the capacity to deliver courses to groups of up to 300 participants per day.

Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. While many training providers will offer you some variation of their standard training, The Performance Institute’s subject matter experts will work with you and your team to examine your programs and determine your exact areas of need.

Areas Of Expertise

On-site delivery of single courses, certification programs and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Performance Measurement
- Project Management
- Lean Six Sigma
- Workforce Management
- Performance-Based Budgeting
- Performance-Based Contracting
- Performance Reporting
- Program Evaluation
- Administrative Management
- Leadership and Change
- Enterprise Architecture (New!)
- Business/Requirements Analysis (New!)

For more information about in-house training & certification options, please contact: Christopher Kamal at 202-213-3614, or email him at Chris.Kamal@PerformanceInstitute.org

Sponsorship Opportunities

As a conference and training provider, The Performance Institute is an expert in bringing together leaders to share and discuss best practices and innovations. We connect decision-makers with respected solutions providers. The Performance Institute offers four different pre-designed sponsorship packages:

- Event Co-Sponsor
- Session Sponsor
- Luncheon Sponsor
- Exhibit Booth Sponsor

For more information about exhibiting & sponsorship opportunities, please contact: Andrew Goodwin at 703-739-5621, or email him at Andrew.Goodwin@PerformanceInstitute.org

Meeting Space Rental

Looking to book your next event in Washington, DC?

Then look no further than the Executive Conference Center! Located in downtown DC, The Performance Institute’s Executive Conference Center is only steps away from award-winning hotels, restaurants, local transportation and the sights of Washington, DC. We provide the very best in conference facilities and professional meeting services by offering outstanding amenities to meet any sized budget:

- Standard audio/visual equipment
- Food and beverage service
- Registration
- Setup, break down and conference services

For more information on The Performance Institute’s Executive Conference Center, please contact: Tarren Parker at Tarren.Parker@PerformanceInstitute.org.
Administrative Requirements & General Information

Confirmation
Processed registrations will be acknowledged via email within 2 weeks of The Performance Institute receiving your registration. If the class is full or has been rescheduled, you will be notified.

Cancellation Policy
For live events: The Performance Institute will provide a full refund less $99 administration fee for cancellations four weeks before the event. If cancellation occurs within two weeks prior to conference start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee.

All the cancellation requests need to be made via Cvent or email. Your confirmation email contains links to modify or cancel registrations. Please note that the cancellation is not final until you receive a written confirmation.

Payment
Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.

Class Cancellations
If for any reason The Performance Institute decides to cancel a training program, The Performance Institute accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

Quality Assurance
The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

The Performance Institute: Quality Assurance
11 Canal Center Plaza, Suite 107
Alexandria, VA 22314