Online access to contract ordering information, terms, and conditions, up to date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu driven database system. The INTERNET address GSA Advantage!® is: GSAAdvantage.gov.

Multiple Award Schedule Information Technology

Contract Number: GS-02F-007BA

Contract Period: October 8th, 2013 – October 7th, 2023

Pricelist current through Modification PA-0020, effective April 22, 2021

SPECIAL ITEM NUMBER 611430 - Professional and Management Development Training

FSC Class/Product code: R704

For more information on ordering from Federal Supply Schedules go to the GSA

Schedules page at GSA.gov.

Company Information:

Phoenix Technology Solutions, LLC
DBA Phoenix TS

10420 Little Patuxent Parkway
20 Corporate Center, Ste 500
Columbia, MD 21044

Telephone: (301) 258-8200

Fax: (301) 309-0004

Website: http://www.phoenixts.com

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Table of Contents

Customer Information

1a. Table of Awarded Special Item Numbers: SIN 611430 Professional and Management Development Training

1b. Identification of Lowest Unit Price: N/A

2. Maximum order: $1,000,000

3. Minimum order: $100

4. Geographic coverage: 48 contiguous states, Alaska, Hawaii, Puerto Rico, Washington, DC, and U.S. territories

5. Point(s) of production (city, county, and state, or foreign country): Not applicable

6.   All prices herein are net government prices.

7. Quantity discounts: Additional 5% volume discount for single purchase orders of $25,000 and above.

8. Prompt payment terms: Net 30 Days.

Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign items: Not applicable

10a. Time of delivery: 30 DARO

10b. Expedited delivery: To be negotiated at the task order level.

10c. Overnight and 2-day delivery: Contact Contractor

10d. Urgent Requirements: Contact Contractor

11. F.O.B. point(s): Destination

12a. Ordering Address: Phoenix Technology Solutions, L.L.C. 10420 Little Patuxent Parkway, Suite 500Columbia, MD 21044

12b. Ordering Procedures: For supplies and services, the ordering procedures, information on blanket purchase agreements (BPA's), are found in Federal Acquisition Regulation (FAR) 8.405-3.A

13. Payment address:

PHOENIX TECHNOLOGY SOLUTIONS, L.L.C.

10420 Little Patuxent Parkway, Suite 500

Columbia, MD 21044

14. Warranty Provision: Not applicable

15. Export packing charges: Not applicable

16. Terms and conditions of rental, maintenance, and repair: Not applicable

17. Terms and conditions of installation: Not applicable

18a. Terms and conditions of repair parts: Not applicable

18b. Terms and conditions for any other services: Not applicable.

19. List of services and distribution points: Not applicable

20. List of participating dealers: Not applicable

21. Preventive maintenance: Not applicable

22a. Special attributes such as environmental attributes: Not applicable

22 b. Section 508 Compliance: Not applicable

23. Data Universal Number System (DUNS) number: 120222992

24. Notification regarding registration in System for Award Management (SAM) database: Registered and current.

Phoenix Technology Solutions, LLC. Training Course Descriptions

Course ##	Course Title	Course Description	Course Length
01	Basic Statistics	Topics covered in this induction to statistics course: - Introduction to the research process and statistical reasoning - Overview of populations and samples - Planning and conducting a study; identifying a minimum sample size - Creating graphical representations of data using dotplots, stemplots,histograms, cumulative frequency plots, and boxplots - Measuring position using quartiles, percentiles, and z-scores - Measuring center using mean, median, and mode - Measuring spread using range, interquartile range, and standarddeviation - Anticipating patterns using probability – random variables, expectedvalues, normal and binomial distributions - Standard normal distribution – the "bell curve" - Extracting a random sample from a population - Identifying the reliability of an estimate using confidence intervals - Identifying relationships between variables with correlation andregression analysis	4
02	Constructive Conflict Resolution	The Constructive Conflict Resolution course uses a combination of lecture and scenario based exercises to teach attendees how to communicate effectively with employees and quickly resolve conflict in the workplace. Students learn how to deal with conflict under a variety of circumstances such as frustrated customers or disgruntled employees. Instructors will lead students through these situations and help develop their skills at not only managing office conflicts but also inhow to change an employee's disruptive behavior. This course is ideal for managers wishing to develop the knowledge and skills needed to understand organizational politics and effectively communicate and discipline employees.	3
15	Leadership and Influence	This leadership training course discusses the common traits and behaviorsof effective leaders. This course explores leadership from various perspectives and allows students to arrive at their own personal interpretation of leadership. Student will assess their leadership skills, accept feedback from classmates and will develop a self-development action plan. This course is designed for team leaders, supervisors, managers andanyone else wishing to enhance their leadership skills.	3

18	Decision Making/Problem Solving	The Decision Making and Problem-Solving Training course helps students through the problem solving process in order to make the bestdecisions for their organizations. Interactive lessons will teach students how to plan, frame and research decisions. At the end of this course, students will be able to distinguish between root causes and symptoms of an organization's problems. This skill will then allow to students to make proper decisions and formulate the most effective strategies to combat the root issues. Over the course of this class students will learn how to: - Define decisions - Apply appropriate decision frames - Avoid overconfidence - Deal with uncertainty - Develop numerous high-quality options - Evaluate and select a final option - Review and learn from experience - Identify optimal decision outcomes - Identify and manage linked decisions	3
20	Emotionally Intelligent Leadership	This course is ideal for managers, leaders and team members that are interested in increasing the effectiveness of their leadership capabilities byenhancing their emotional intelligence. Attendees will learn how emotions influence behavior and decision making, the characteristics of an emotionally intelligent leader and how to use emotional intelligence to increase personal effectiveness and situational awareness. Students will also be practicing applying these ideas through scenario-based classroom exercises and brainstorm ways to improve their own emotional intelligence.	2
21	Improving Productivity	This course is ideal for managers, leaders and team members that are interested in increasing the effectiveness of their leadership capabilities byenhancing their emotional intelligence. Attendees will learn how emotions influence behavior and decision making, the characteristics of an emotionally intelligent leader and how to use emotional intelligence to increase personal effectiveness and situational awareness. Students will also be practicing applying these ideas through scenario-based classroom exercises and brainstorm ways to improve their own emotional intelligence.	3

23	Developing, Managing & Meeting Performance Standards	This course focuses on using performance metrics to improve program efficiency and effectiveness. The ideal audience for this course is membersof the federal budgeting, planning and management community that are tasked with performance planning, formulating budgets or management duties. Upon completion of this course students will be able to: - Demonstrate the knowledge requirements for performance measurementand explain its significance - Describe the foundation of measuring performance - Identify the elements of successful performance measurement andmanagement practices - Thoroughly understand performance measurement terminology - Develop strategies, performance goals and measures - Align performance measures with strategic goals - Verify and validate performance related data - Explain performance monitoring and reporting best practices - Use performance related information to make better decisions - Conduct program evaluations to improve performance	3
05	Customer Service Excellence	This course is aimed at students who are in the customer service field and want to improve their knowledge through customer service training. Students will learn what it means to be customer focused and how a service-based culture can take a business to the "next level". This course also covers customer service as a process that includes greeting, listening, questioning, responding, and resolving. Students will discuss each step of the process in detail. Upon completion of this training course, students will have the knowledge and skills to anticipate customer needs and properly handle customer issues as they arise.	2
12	Project Management for the Office Professional	Students will learn basic project management techniques like time management and controlling costs. This course also covers more advanced topics like project features and attributes, budget and estimates, the project management process and the responsibilities of a project manager. Classroom exercises include defining scope, developing a project charter, creating a work breakdown structure, identifying time management components, developing a schedule, utilizing analysistechniques and resource allocation. This course is for office professionals in need of solid foundation in project management techniques and those who may just want to sharpen their skills. Administrative and support personnel assigned towork or manage project teams would also benefit from this training course	2
13	How to be an Action Officer	The How to be an Action Officer course covers the following topics: - DoD organizational structure - Action Officer roles and responsibilities - Effective writing - Packaging a document - Staffing and preparing action packages - Staff Action Control and Coordination Portal (SACCP) - Effective briefing	3

22	Effective Planning and Goal Setting	Having managers, supervisors and team leaders effectively communicate performance expectations to employees is vital if your organization placesan emphasis on accountability. This course will teach attendees how to engage in performance conversations in a way that will result in a clear understanding of expectations, increased employee performance and higher employee satisfaction. . Upon completion of this course attendees will also be able to: - Create a clear understanding of expectations using various communication styles - Create a written performance plan to guide conversation pertaining toperformance - Take a hands-on approach to monitoring employee performance - Deliver performance-based feedback - Engage in difficult performance-based conversations - Discover personal perceptions that may hinder the effectivenessperformance-related conversations - Show recognition and express appreciation for outstanding performance - Conduct formal performance reviews	3
02	Contracting Basics for Support and Administrative Personnel	This training course provides new Level I Contracting Officer's Representatives (CORs) with the knowledge and skills necessary to be successful in the workplace. Students will learn about the federal acquisition process as well as their new roles and responsibilities. Thiscourse places an emphasis on contract monitoring, payment, ethics, documentation and proper communication.	1
24	Government Acquisition and Procurement	This government acquisition and procurement course is ideal for thosenew to federal contracting and will provide attendees with the knowledge and skills to be successful in the federal contracting environment. This course is not just for those within the contracting community, acquisition team members and sellers to the government will also benefit tremendously from attending. Students will learn the fundamentals of the federal acquisition process including the roles of key participants and an overview of basic statutes and regulations thatgovern the process. This course covers the following topics: - The goals, objectives and vision of the federal acquisition process - The roles and responsibilities of key participants in the acquisitionprocess - The underlying sources of federal contract law - Organizing the acquisition function - The Federal Acquisition Regulation (FAR) System - The principal contracting functions - Standards of conduct and ethics	5
03	Contracting Basics for COTRs	This training course is designed to provide non-contracting personnel with the fundamental knowledge of the federal acquisition process needed to effectively perform their job duties as a representative of thecontracting officer. This course is appropriate for Contracting Officer's Representatives (CORs), Technical Officers (TOs), Contracting Officer's Technical Representatives (COTRs) and Project Officers (POs).	5

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06	E-Mail Etiquette	This training course teaches students how to use email effectively. Students will learn about writing effective messages, e-policies, the use of email accessories and passwords, and how to prevent your passwordfrom being stolen. Course activities also cover using the subject line, considering your recipient, managing email volume, following internet etiquette guidelines, attaching files, preparing for recipient reactions, and using emoticons effectively. Students also learn about the differences between writing online and traditional paper-based writing,achieving email message objectives, using correct punctuation, constructing effective sentences and paragraphs, editing your email messages, and using active voice in writing.	1
10	Fundamental of Writing	The Fundamentals of Writing course covers the following topics: - Organizing your thoughts - Creating clear and concise memos, emails, letters, reports, and otherbusiness documents - Using proper grammar - Clarifying language - Connecting with the reader - Constructing simple, compound and complex sentences - Effectively using transitional words to link sentences into well-constructed paragraphs - Revising documents - Formatting documents so that are easy to read - The Plain Writing Act of 2010	3
16	Basic Writing Skills	Strong writing skills are important regardless of your role within an organization. This course will sharpen your writing skills by teaching youhow to structure your ideas logically and shape arguments properly. Students will learn how to identify their target audience and communicate both informatively and persuasively.	2
17	Personal Development and Self Improvement	The desire to improve one's self is what sets successful employees apart from unsuccessful ones. However, this type of growth doesn't occur over night, it takes a true commitment. Self-improvement is a continual process that helps individuals reach their full potential. Students will learn about the foundations of self-improvement as well as the self- improvement process. This training course is relevant regardless of industry and job role.	2
07	Federal Appropriations Law	This training course is designed for program managers, accountants, budget analysts, auditors, purchase card holders, approving managers, contracting officers, certifying officers and attorneys that work for the federal government. Students will learn the basics of appropriations law,how to determine the legal availability of appropriations, the legal obligation of funds, how to ensure that the correct fund sources are charged for obligations and the correct course of action when funds need to be transferred or reprogrammed. Students will also learn how toavoid a negative audit or congressional report, violations of the Anti- Deficiency Act (ADA) and spending personal money to correct errors.	4

08	Federal Appropriations Law Update	This Federal Appropriations course is for anyone that attended Appropriations Law training more than three years ago. This course brings attendees up to date on the latest changes in the GAO's Principlesof Federal Appropriations Law (Red Book) and covers recent appropriations law case rulings. Students will also learn how to utilize powerful research tools and resources. Some of the topics that will be covered in this course are lobbying, personal services equipment, gifts, contests, serving food and refreshments, grants, expenses and credit monitoring services, and Anti-Deficiency Act (ADA) reporting requirements.	1
09	Federal Budget Process	This course is ideal for government employees dealing with the process oreffects of federal budgeting. It will also provide government employees who wish to become more involved in the federal budget process with theknowledge and skills to do so. The Federal Budget Process is extremely complex. Through this instructor-led course, students will learn the many sub-processes, rules and procedures which make up the federal budget process and those memberswithin the executive and legislative branches of government who play the most active roles. Attendees will also gain a proficient understanding of the various elementsof the federal budget process including: - The President's budget submission - Framework - Timetable - Budget resolution - Budget reconciliation - The 'Byrd Rule' - Appropriations - Budget execution	2
14	Understanding Federal Budget Formulation	The Understanding Federal Budget Formulation Course will provide students with a thorough understanding of the budget formulation process. This course is ideal for budget analysts and financial resourceprofessionals who compile data and information in order to make educated decisions regarding future programs, funding, or budget strategies. This course will instruct students on the best practices for: - Locating the major sources of budget formulation - Formulating a unit budget - Determining unit budget requirements - Writing budget justifications - Budgeting capital assets - Preparing and integrating a performance budget into the formulationprocess - Preparing a program assessment	3

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19	Fundamentals of Analyzing Processing Data	The processing data analysis course focuses on equipping decision makers with the skills needed to effectively analyze financial data. This course is ideal for all federal financial management personnel including consultants, management analysts and budget analysts. Upon completion of this course, students will understand the significant of data analysis as it relates to federal financial management; have acquired intermediate Microsoft Excel Skills; students will be able to conduct a break-even analysis and a variance analysis; students will be able to calculate the internal rate of return and report on Net Present Value (NPV); and use the queuing theory to assess program performance.	4
27	Planning, Programming Budgeting & Execution	This training course is for individuals responsible for financial, program and resource management that would benefit from learning more about the development of budgets within the Department of Defense (DoD). Students will learn about the roles and relationships involved in the PPBE process, the services program and budget submissions, the congressional enactment process and its effect on PPBE and the basicelements of DoD budget execution.	3
29	Analytics Boot Camp	The Analytics training course focuses on using Microsoft Excel functionalities for data analysis and ultimately decision making. This course will teach students how to properly collect and handle data derived from a multitude of sources and then translate it into somethingmeaningful within an Excel spreadsheet. This instructor led course will provide students with the knowledge to summarize data effectively and use advanced problem-solving techniques to develop a thorough understanding of the information. Data analysis will be completed through the use of: - Excel graphing functions - Frequency distribution tables - Excel statistical techniques After students convert data into relevant information they will learn how to calculate and select the most appropriate central tendency measures, as well as, identify and avoid hidden bias while expressing statistical findings.	5
26	Pre-retirement Planning	The Pre-Retirement Planning course covers the following topics: - Make informed decisions about retirement - Civil Service Retirement System (CSRS) - Federal Employee Retirement System (FERS) - How Social Security benefits are calculated? - How health and life insurance benefits carry over into retirement - Medicare and Thrift Savings Plan (TSP) withdrawal options - Financial, estate, and "life" planning	2
30	Writing Job Descriptions	This 1-day, instructor-led course is designed to teach managers to write job descriptions that make hiring, planning and evaluations easier. This training will address: • Creating good job descriptions • Hiring qualified employees • Avoiding legal traps There are no prerequisites for this course.	1

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31	Interviewing Techniques	This 2-day, instructor-led course is designed for teaching managers torefine their interview skills and techniques. This training will address: • Finding the right person for the job • Ask the appropriate questions • Recognizing the cost of hiring the wrong person • Developing a job analysis and position profile There are no prerequisites for this course.	2
32	Critical Thinking	This 2-day, instructor-led course provides the skills to analyze and evaluate information to obtain the greatest amount of knowledge from a piece of data. This training will address: • The skills to evaluate, identify and distinguish between relevant andirrelevant information • Components of critical thinking • Non-linear thinking • Logical thinking • Evaluate information • Benefits of critical thinking There are no prerequisites for this course.	2
33	Change Management	This 2-day, instructor-led course gives participants tools to implement changes more smoothly and to have changes better accepted. This trainingwill address: • Preparing for change • Understanding change • Leading and managing change • Gaining support • Building resiliency There are no prerequisites for this course.	2
34	Contract Negotiations	This 2-day, instructor-led course covers the important aspects of contractnegotiation. This training will address: • Planning • Conducting contract negotiations • Documenting contract negotiations • Contract formation There are no prerequisites for this course.	2
35	Office Politics	This 2-day, instructor-led course will help participants successfullyrecognize and navigate office politics. This training will address: • Creating and maintaining better relationships • Communicating and working with your peers and colleagues • Being better team members to be more successful and productive There are no prerequisites for this course.	2
36	Business Acumen	This 2-day, instructor-led course will help participants improve theirjudgement and decision skills. This training will address: • Financial literacy • Business sense • Managing risk • Increasing critical thinking There are no prerequisites for this course.	2

37	Influence and Persuasion	This 1-day, instructor-led course will help participants develop the skills toapply controlled influence and persuasion. This training will address: • How persuasion differs from manipulation • How to apply techniques of persuasion and influence • Getting persuasive conversations and presentations underway • Using storytelling techniques to extend influence There are no prerequisites for this course.	1
38	Time Management	This 1-day, instructor-led course will help participants develop skills to organize themselves and their workspace for peak efficiency. This trainingwill address: • Organization • Value of goals and how to achieve them • Creating actions plans to get things done • Delegating properly There are no prerequisites for this course.	1
39	How to Write a Creative Brief	This 1-day, instructor-led course teaches participants how to create a briefprovides the audience with only the important details in an interesting manner. This training will address: • Communication objectives • Effective writing • Details There are no prerequisites for this course.	1
40	Budgets	This 1-day, instructor-led course teaches participants a solid understanding of basic financial terms and methods This training willaddress: • Commonly used terms • Financial statements • Budgets • Forecasting • Purchasing Decisions • Financial Legislation There are no prerequisites for this course.	1
41	Customer Relationships	This 2-day, instructor-led course introduces the different facets of Customer Relationship Management (CRM). This training will address: • Working through the benefits of CRM • Analyze the different components of a CRM plan • Describe how customer relationship management can provide value for organizations and customers There are no prerequisites for this course.	2
42	Goal Setting	This 2-day, instructor-led course is designed to help participants understand how to take wishes and turn them into reality. This trainingfocuses on: • Identify what's important personally and professionally • Use goal setting activities and appropriate language to articulate theirwishes • Use motivational techniques to help themselves reach their goals • Understand how to deal with setbacks There are no prerequisites for this course.	2

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43	Entrepreneurship	This 2-day, instructor-led course is designed to help participants understand how to take wishes and turn them into reality. This training focuses on: • Identify what's important personally and professionally • Use goal setting activities and appropriate language to articulate their wishes • Use motivational techniques to help themselves reach their goals • Understand how to deal with setbacks There are no prerequisites for this course.	2
44	Facilitation	This 2-day, instructor-led course is designed make core facilitation skills better. This training focuses on: • Distinguish facilitation from instruction and training • Identify the competencies linked to effective small group facilitation • Identify the stages of team development and ways to help teams through each stage • Use common process tools to make meetings easier and more productive There are no prerequisites for this course.	2
45	Conversational Leadership	This 2-day, instructor-led course teaches a collaborative approach to leadership. This training teaches students how to: • Relationship building • Communication There are no prerequisites for this course.	2
46	Project Planning, Scheduling and Control	This 3-day, instructor-led course teaches an applications-oriented understanding of issues you must confront. This training teaches student how to: • Strategies for dealing effectively with team members • Managing and facilitating project meetings • Techniques for dealing with contractors • Guidelines for setting up a project office There are no prerequisites for this course.	3
47	Lean Process and Six Sigma	This 3-day, instructor-led course teaches a data-driven approach for eliminating defects and waste in business processes. This training teaches students how to: • Introduction to Six Sigma • Tools required to deploy Six Sigma There are no prerequisites for this course.	3
48	Mid-Career Retirement Planning	This 2-day, instructor-led course is designed for professionals wishing to improve their retirement outlook and develop a realistic retirement plan. This course will provide students with knowledge to: • Prepare a retirement readiness index and a financial plan based on their retirement income needs • Navigate through the tax-deferred Thrift-Savings Plan (TSP) retirement savings and investment account and the Federal Employees Retirement System (FERS) defined benefit contributory account • Optimize their contributions to each of these accounts • Develop a thorough understanding of how civil service annuity and Social Security benefits are calculated and how health and life insurance benefits carry over into retirement. There are no prerequisites for this course.	2

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49	Creating a Job Portfolio	This 1-day, instructor-led course examines the value of entering an interview with a fully developed package of credentials and materials. This training teaches students how to: • Learn to use descriptive language • Cover letters • Resumes • Personalized career portfolios There are no prerequisites for this course.	1
50	Technical Writing	This 2-day, instructor-led course teaches participants to write clear concise business documents. This training course covers: • Proposals • Reports • Manuals • Letters There are no prerequisites for this course.	2
51	Benchmarking Best Practices	This 3-day, instructor-led course provides a logical, step-by-step methodology that will enable any agency to properly benchmark its maintenance function. Upon completion of this course, students will be able to do the following: • Associate benchmarking objectives with the organizational strategy • Design a benchmarking plan for their organization • Understand the fundamentals of data collection and analysis	3
52	Delegation	This 1-day, instructor-led course is designed to teach managers the skills to effectively delegate and accomplish more. This training will address: • How delegation fits into your job • Different ways to delegate tasks • Give better instructions • Monitor delegation results • Give effective feedback There are no prerequisites for this job.	1
53	Basic Finance	This 2-day, instructor-led course is designed to teach those who are inexperienced with numbers to effectively deal with financial statements, understand payroll and speak the basic terminology of bookkeeping. This training will address: • Basic terminology • Accounting methods • Accounts payable and receivable • Balance sheets • Planning, budgeting and control There are no prerequisites for this class.	2

54	Generation Gaps	This 1-day, instructor-led course is designed to help management handle the different generations present in the workplace. This training focuses on: • History • Baby Boomers • Generation X • Generation Y (Millennial) • Differences • Finding Common Ground There are no prerequisites for this course.	1
55	Developing a High Reliability Organization	This 1-day, instructor-led course covers the five principles that govern high-reliability organizations. This training will address: • Preoccupation with failure • Resistance to simplification • Sensitivity to operations • Commitment to resilience • Deference to expertise There are no prerequisites for this course.	1
56	Negotiating for Results	This 1-day, instructor-led course teaches participants about the essential elements of negotiation. This training will address: • Preparation, delivery and techniques to develop their communication skills • Creating sustainable agreements with others There are no prerequisites for this course.	1
57	Leadership and Influence	This 2-day, instructor-led course is designed to teach the techniques to build the confidence it takes to lead. This training will address: • Evolution of Leadership • Situational Leadership • Personal Inventory • Modeling the way • Inspiring a shared vision • Enabling others to act There are no prerequisites for this course.	2
58	Creative Thinking and Innovation	This 2-day, instructor-led course is designed to teach participants to practice and hone their creative skills. This training will address: • Recognizing your own creativity • Develop their own creative environment • Explain the importance of creative and innovation in business • Applying problem-solving steps and tools • Using individual and group techniques to help generate creative ideas • Implement creative ideas There are no prerequisites for this course.	2

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59	Performance Management	This 1-day, instructor-led course will help leaders to manage for optimumperformance. This training will address: • How to contribute to motivating work environments • How to understand the role of goal setting in performance management • How to use ideal tools to help employees set and achieve goals • How to apply a three-phase model that will help prepare employees forpeak performance There are no prerequisites for this course.	1
60	Personal Productivity	This 2-day, instructor-led course shows participants how to organize theirlives and find productive time. This training teaches students how to: • Establish routines • Set goals • Create an efficient environment • Use time-honored planning tools to increase productivityThere are no prerequisites for this course.	2
61	Communication Strategies	This 2-day, instructor-led course teaches participants that their communication skills have an effect on others. This training teachesstudents how to: • Identify common communication problems • Develop skills to ask questions • Learn non-verbal messages • Develop skills for active listening • Learn to handle difficult situations • Assert oneself There are no prerequisites for this course.	2
62	Effective Resource Management	This 1-day, instructor-led course will help participants effectively managetheir resources. This training will address: • Relating the organization's mission to the allocation of financial resources • Understanding techniques for financial management • Analyzing financial information • Communicating organizational and strategic plansThere are no prerequisites for this course.	1
63	eMass Manager Overview	eMASS is critical to the assessment and authorization of your information system. Spend one day in Phoenix TS's eMASS Overview and leave an eMASS expert! In a dynamic combination of lecture and discussion, students will proceed step-by-step through the RMF authorization process.	1
64	eMass Workshop	Students in our three-day workshop will learn to navigate eMASS to support the creation, assessment, and authorization of a complete A&Apackage. In addition to expert instruction, students spend much of the class completing exercises that will prepare them to create a complete authorization package.	3
65	eMass Direct User Training	Students learn to navigate eMASS to support the creation, assessment, and authorization of a completed A&A package. Most importantly, students spend 50% of the class working with eMASS in a full Beta environment managed by the DoD for training purposes to create a complete authorization package.	5

Course #	Course Title	Course Description	Course Length
66	Anticipatory Customer Service Experience Training	Through discussion, group, and individual activities, this one (1) day course teaches the critical elements of customer service that, when the company lives them, bring customers back to experience service that outdoes the competition.	1 day
67	Behavioral Malware Analysis	In this five (5) day course, students will learn the concepts, techniques, and tools to understand the behavior and characteristics of malware through malware analysis. It teaches students techniques to investigate and hunt malware using memory forensics.	5 days
68	Bullying in the Workplace	Bullying is called the silent epidemic. Although half of workers have experienced or witnessed bullying, policies and laws dealing with it are far less prevalent. This is, in part, because bullying can be hard to identify and address. People wonder, what does bullying look like? How can we discourage it in our workplace? What can I do to protect my staff and co-workers?	1 day
69	Writing for Business and Government	In business writing, the language is concrete, the point of view is clear, and the points are well expressed. Good writing is hard work, and even the best writers get discouraged. However, with practice you can feel more confident about your own writing. This workshop will give participants the tools to become better writers.	2 days
70	Certified Scrum Master	In Scrum, there are 3 roles: the Product Owner, the Team, and the ScrumMaster. The 2-dayCertified ScrumMaster class imparts the knowledge, skills, and tools to successfully implement Scrum as a ScrumMaster. This highly interactive workshop provides a foundational understanding of the Scrum framework and gives participants hands-on practice applying Scrum in multiple project settings and situations.	2 days

SIN 611430 Training Courses Pricing

All rates below are for online, onsite and offsite training courses. Online courses require Adobe Connect. Minimum 5 students for onsite courses.

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SIN(s) PROPOSED	Course #	Course Title	Course Length (Days)	Min Participants	Max Participants	Per Class
		The courses listed below are offered at a Per Student rate				
611430	1	Basic Statistics	4	1	15	$9,310.00
611430	1	Basic Statistics	4	16	20	$10,817.00
611430	1	Basic Statistics	4	21	25	$13,034.00
611430	1	Basic Statistics	4	26	30	$14,896.00
611430	2	Contracting Basics for Support and Administrative Personnel	1	1	15	$7,448.00
611430	2	Contracting Basics for Support and Administrative Personnel	1	16	20	$8,423.00
611430	2	Contracting Basics for Support and Administrative Personnel	1	21	25	$9,398.00
611430	2	Contracting Basics for Support and Administrative Personnel	1	26	30	$10,374.00
611430	3	Contracting Basics for COTRs	5	1	15	$11,792.00
611430	3	Contracting Basics for COTRs	5	16	20	$13,477.00
611430	3	Contracting Basics for COTRs	5	21	25	$13,832.00
611430	3	Contracting Basics for COTRs	5	26	30	$14,630.00
611430	4	Constructive Conflict Resolution	3	1	15	$7,537.00
611430	4	Constructive Conflict Resolution	3	16	20	$9,221.00
611430	4	Constructive Conflict Resolution	3	21	25	$10,374.00
611430	4	Constructive Conflict Resolution	3	26	30	$11,349.00
611430	5	Customer Service Excellence	2	1	15	$5,231.00
611430	5	Customer Service Excellence	2	16	20	$6,650.00
611430	5	Customer Service Excellence	2	21	25	$7,803.00
611430	5	Customer Service Excellence	2	26	30	$8,423.00
611430	6	Email Etiquette	1	1	15	$3,015.00

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611430	6	Email Etiquette	1	16	20	$3,547.00
611430	6	Email Etiquette	1	21	25	$4,256.00
611430	6	Email Etiquette	1	26	30	$4,877.00
611430	7	Federal Appropriations Law	4	1	15	$11,260.00
611430	7	Federal Appropriations Law	4	16	20	$13,211.00
611430	7	Federal Appropriations Law	4	21	25	$14,098.00
611430	7	Federal Appropriations Law	4	26	30	$16,846.00
611430	8	Federal Appropriation Law Update	1	1	15	$4,256.00
611430	8	Federal Appropriation Law Update	1	16	20	$5,143.00
611430	8	Federal Appropriation Law Update	1	21	25	$6,029.00
611430	8	Federal Appropriation Law Update	1	26	30	$6,650.00
611430	9	Federal Budget Process	2	1	15	$5,763.00
611430	9	Federal Budget Process	2	16	20	$7,537.00
611430	9	Federal Budget Process	2	21	25	$9,221.00
611430	9	Federal Budget Process	2	26	30	$10,196.00
611430	10	Fundamental of Writing	3	1	15	$7,537.00
611430	10	Fundamental of Writing	3	16	20	$8,601.00
611430	10	Fundamental of Writing	3	21	25	$10,196.00
611430	10	Fundamental of Writing	3	26	30	$11,526.00
611430	12	Project Management for the Office Professional	2	1	15	$5,320.00
611430	12	Project Management for the Office Professional	2	16	20	$6,295.00
611430	12	Project Management for the Office Professional	2	21	25	$7,271.00
611430	12	Project Management for the Office Professional	2	26	30	$7,537.00
611430	13	How to be an Action Officer	3	1	15	$7,980.00
611430	13	How to be an Action Officer	3	16	20	$9,221.00
611430	13	How to be an Action Officer	3	21	25	$10,374.00
611430	13	How to be an Action Officer	3	26	30	$11,526.00
611430	14	Understanding Federal BudgetFormulation	3	1	15	$9,398.00
611430	14	Understanding Federal BudgetFormulation	3	16	20	$11,438.00
611430	14	Understanding Federal BudgetFormulation	3	21	25	$14,452.00
611430	14	Understanding Federal BudgetFormulation	3	26	30	$15,516.00
611430	15	Leadership Skills	3	1	15	$10,462.00
611430	15	Leadership Skills	3	16	20	$13,477.00
611430	15	Leadership Skills	3	21	25	$15,960.00
611430	15	Leadership Skills	3	26	30	$17,467.00
611430	16	Basic writing skills	2	1	15	$6,650.00

611430	16	Basic writing skills	2	16	20	$8,335.00
611430	16	Basic writing skills	2	21	25	$9,930.00
611430	16	Basic writing skills	2	26	30	$10,285.00
611430	17	Personal Development and Self Improvement	2	1	15	$5,763.00
611430	17	Personal Development and Self Improvement	2	16	20	$7,537.00
611430	17	Personal Development and Self Improvement	2	21	25	$9,842.00
611430	17	Personal Development and Self Improvement	2	26	30	$11,526.00
611430	18	Decision Making/Problem Solving	3	1	15	$6,650.00
611430	18	Decision Making/Problem Solving	3	16	20	$7,537.00
611430	18	Decision Making/Problem Solving	3	21	25	$8,423.00
611430	18	Decision Making/Problem Solving	3	26	30	$9,576.00
611430	19	Fundamentals of Analyzing ProcessingData	4	1	15	$8,778.00
611430	19	Fundamentals of Analyzing ProcessingData	4	16	20	$11,615.00
611430	19	Fundamentals of Analyzing ProcessingData	4	21	25	$13,566.00
611430	19	Fundamentals of Analyzing Processing Data	4	26	30	$14,009.00
611430	20	Emotionally Intelligent Leadership	2	1	15	$11,349.00
611430	20	Emotionally Intelligent Leadership	2	16	20	$12,856.00
611430	20	Emotionally Intelligent Leadership	2	21	25	$14,098.00
611430	20	Emotionally Intelligent Leadership	2	26	30	$15,782.00
611430	21	Improving Productivity	3	1	15	$9,576.00
611430	21	Improving Productivity	3	16	20	$11,083.00
611430	21	Improving Productivity	3	21	25	$13,122.00
611430	21	Improving Productivity	3	26	30	$14,009.00
611430	22	Effective Planning and Goal Setting	3	1	15	$11,349.00
611430	22	Effective Planning and Goal Setting	3	16	20	$13,122.00
611430	22	Effective Planning and Goal Setting	3	21	25	$13,920.00
611430	22	Effective Planning and Goal Setting	3	26	30	$15,960.00
611430	23	Developing, Managing & Meeting Performance Standards	3	1	15	$10,462.00
611430	23	Developing, Managing & Meeting Performance Standards	3	16	20	$11,083.00
611430	23	Developing, Managing & Meeting Performance Standards	24	21	25	$11,438.00
611430	23	Developing, Managing & Meeting Performance Standards	3	26	30	$12,590.00

SIN(s) Proposed	Course #	Course Title	Course Length (Days)	Min Students	Max Students	Per Student rate	Per Course rate
611430	24	Government Acquisition and Procurement	5	1	15		$12,324.00
611430	24	Government Acquisition andProcurement	5	16	20		$14,098.00
611430	24	Government Acquisition and Procurement	5	21	25		$15,960.00
611430	24	Government Acquisition and Procurement	5	26	30		$17,467.00
611430	26	Pre-retirement Planning	2	1	15		$5,276.00
611430	26	Pre-retirement Planning	2	16	20		$6,207.00
611430	26	Pre-retirement Planning	2	21	25		$6,561.00
611430	26	Pre-retirement Planning	2	26	30		$6,827.00
611430	27	Planning, Programming Budgeting & Execution	3	1	15		$9,664.00
611430	27	Planning, Programming Budgeting & Execution	3	16	20		$11,083.00
611430	27	Planning, Programming Budgeting & Execution	3	21	25		$12,324.00
611430	27	Planning, Programming Budgeting & Execution	3	26	30		$13,566.00
611430	29	Analytics Boot Camp	5	1	15		$19,950.00
611430	29	Analytics Boot Camp	5	16	20		$22,521.00
611430	29	Analytics Boot Camp	5	21	25		$24,472.00

611430	30	Writing Job Descriptions	1	1	15	$249.87	$3,748.11
611430	30	Writing Job Descriptions	1	16	20	$210.83	$4,216.62
611430	30	Writing Job Descriptions	1	21	25	$191.15	$4,778.84
611430	30	Writing Job Descriptions	1	26	30	$178.04	$5,341.06
611430	31	Interviewing Techniques	2	1	15	$324.83	$4,872.54
611430	31	Interviewing Techniques	2	16	20	$309.21	$6,184.38
611430	31	Interviewing Techniques	2	21	25	$292.35	$7,308.82
611430	31	Interviewing Techniques	2	26	30	$265.49	$7,964.74
611430	32	Critical Thinking	2	1	15	$324.84	$4,872.54
611430	32	Critical Thinking	2	16	20	$309.22	$6,184.38
611430	32	Critical Thinking	2	21	25	$292.35	$7,308.82
611430	32	Critical Thinking	2	26	30	$265.49	$7,964.74
611430	33	Change Management	2	1	15	$324.84	$4,872.54
611430	33	Change Management	2	16	20	$309.22	$6,184.38
611430	33	Change Management	2	21	25	$292.35	$7,308.82
611430	33	Change Management	2	26	30	$265.49	$7,964.74
611430	34	Contract Negotiations	2	1	15	$324.84	$4,872.54
611430	34	Contract Negotiations	2	16	20	$309.22	$6,184.38
611430	34	Contract Negotiations	2	21	25	$292.35	$7,308.82
611430	34	Contract Negotiations	2	26	30	$265.49	$7,964.74
611430	35	Office Politics	2	1	15	$324.84	$4,872.54
611430	35	Office Politics	2	16	20	$309.22	$6,184.38
611430	35	Office Politics	2	21	25	$292.35	$7,308.82
611430	35	Office Politics	2	26	30	$265.49	$7,964.74
611430	36	Business Acumen	2	1	15	$324.84	$4,872.54
611430	36	Business Acumen	2	16	20	$309.22	$6,184.38
611430	36	Business Acumen	2	21	25	$292.35	$7,308.82
611430	36	Business Acumen	2	26	30	$265.49	$7,964.74
611430	37	Influence and Persuasion	1	1	15	$249.87	$3,748.11
611430	37	Influence and Persuasion	1	16	20	$210.83	$4,216.62
611430	37	Influence and Persuasion	1	21	25	$191.15	$4,778.84
611430	37	Influence and Persuasion	1	26	30	$178.04	$5,341.06
611430	38	Time Management	1	1	15	$249.87	$3,748.11
611430	38	Time Management	1	16	20	$210.83	$4,216.62
611430	38	Time Management	1	21	25	$191.15	$4,778.84
611430	38	Time Management	1	26	30	$178.04	$5,341.06
611430	39	How to Write a Creative Brief	1	1	15	$249.87	$3,748.11
611430	39	How to Write a Creative Brief	1	16	20	$210.83	$4,216.62
611430	39	How to Write a Creative Brief	1	21	25	$191.15	$4,778.84
611430	39	How to Write a Creative Brief	1	26	30	$178.04	$5,341.06
611430	40	Budgets	1	1	15	$249.87	$3,748.11
611430	40	Budgets	1	16	20	$210.83	$4,216.62
611430	40	Budgets	1	21	25	$191.15	$4,778.84
611430	40	Budgets	1	26	30	$178.04	$5,341.06

611430	41	Customer Relationships	2	1	15	$324.84	$4,872.54
611430	41	Customer Relationships	2	16	20	$309.22	$6,184.38
611430	41	Customer Relationships	2	21	25	$292.35	$7,308.82
611430	41	Customer Relationships	2	26	30	$265.49	$7,964.74
611430	42	Goal Setting	2	1	15	$324.84	$4,872.54
611430	42	Goal Setting	2	16	20	$309.22	$6,184.38
611430	42	Goal Setting	2	21	25	$292.35	$7,308.82
611430	42	Goal Setting	2	26	30	$265.49	$7,964.74
611430	43	Entrepreneurship	2	1	15	$324.84	$4,872.54
611430	43	Entrepreneurship	2	16	20	$309.22	$6,184.38
611430	43	Entrepreneurship	2	21	25	$292.35	$7,308.82
611430	43	Entrepreneurship	2	26	30	$265.49	$7,964.74
611430	44	Facilitation	2	1	15	$324.84	$4,872.54
611430	44	Facilitation	2	16	20	$309.22	$6,184.38
611430	44	Facilitation	2	21	25	$292.35	$7,308.82
611430	44	Facilitation	2	26	30	$265.49	$7,964.74
611430	45	Conversational Leadership	2	1	15	$324.84	$4,872.54
611430	45	Conversational Leadership	2	16	20	$309.22	$6,184.38
611430	45	Conversational Leadership	2	21	25	$292.35	$7,308.82
611430	45	Conversational Leadership	2	26	30	$265.49	$7,964.74
611430	46	Project Planning, Scheduling and Control	3	1	15	$474.76	$7,121.41
611430	46	Project Planning, Scheduling and Control	3	16	20	$416.98	$8,339.55
611430	46	Project Planning, Scheduling and Control	3	21	25	$397.30	$9,932.49
611430	46	Project Planning, Scheduling and Control	3	26	30	$377.93	$11,338.04
611430	47	Lean Process and Six Sigma	3	1	15	$530.98	$7,964.74
611430	47	Lean Process and Six Sigma	3	16	20	$463.83	$9,276.57
611430	47	Lean Process and Six Sigma	3	21	25	$423.54	$10,588.41
611430	47	Lean Process and Six Sigma	3	26	30	$396.68	$11,900.25
611430	48	Mid-Career Retirement Planning	2	1	15	$324.84	$4,872.54
611430	48	Mid-Career Retirement Planning	2	16	20	$309.22	$6,184.38

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611430	48	Mid-Career Retirement Planning	2	21	25	$292.35	$7,308.82
611430	48	Mid-Career Retirement Planning	2	26	30	$265.49	$7,964.74
611430	49	Creating a Job Portfolio	1	1	15	$249.87	$3,748.11
611430	49	Creating a Job Portfolio	1	16	20	$210.83	$4,216.62
611430	49	Creating a Job Portfolio	1	21	25	$191.15	$4,778.84
611430	49	Creating a Job Portfolio	1	26	30	$178.04	$5,341.06
611430	50	Technical Writing	3	1	15	$530.98	$7,964.74
611430	50	Technical Writing	3	16	20	$463.83	$9,276.57
611430	50	Technical Writing	3	21	25	$423.54	$10,588.41
611430	50	Technical Writing	3	26	30	$396.68	$11,900.25
611430	51	Benchmarking Best Practices	3	1	15	$530.98	$7,964.74
611430	51	Benchmarking Best Practices	3	16	20	$463.83	$9,276.57
611430	51	Benchmarking Best Practices	3	21	25	$423.54	$10,588.41
611430	51	Benchmarking Best Practices	3	26	30	$396.68	$11,900.25
611430	52	Delegation	1	1	15	$249.87	$3,748.11

611430	52	Delegation	1	16	20	$210.83	$4,216.62
611430	52	Delegation	1	21	25	$191.15	$4,778.84
611430	52	Delegation	1	26	30	$178.04	$5,341.06
611430	53	Basic Finance	2	1	15	$324.84	$4,872.54
611430	53	Basic Finance	2	16	20	$309.22	$6,184.38
611430	53	Basic Finance	2	21	25	$292.35	$7,308.82
611430	53	Basic Finance	2	26	30	$265.49	$7,964.74
611430	54	Generation Gaps	1	1	15	$249.87	$3,748.11
611430	54	Generation Gaps	1	16	20	$210.83	$4,216.62
611430	54	Generation Gaps	1	21	25	$191.15	$4,778.84
611430	54	Generation Gaps	1	26	30	$178.04	$5,341.06
611430	55	Developing a High Reliability Organization	1	1	15	$249.87	$3,748.11
611430	55	Developing a High Reliability Organization	1	16	20	$210.83	$4,216.62
611430	55	Developing a High Reliability Organization	1	21	25	$191.15	$4,778.84
611430	55	Developing a High Reliability Organization	1	26	30	$178.04	$5,341.06
611430	56	Negotiating for Results	1	1	15	$249.87	$3,748.11
611430	56	Negotiating for Results	1	16	20	$210.83	$4,216.62
611430	56	Negotiating for Results	1	21	25	$191.15	$4,778.84
611430	56	Negotiating for Results	1	26	30	$178.04	$5,341.06

611430	57	Leadership and Influence	2	1	15	$324.84	$4,872.54
611430	57	Leadership and Influence	2	16	20	$309.22	$6,184.38
611430	57	Leadership and Influence	2	21	25	$292.35	$7,308.82
611430	57	Leadership and Influence	2	26	30	$265.49	$7,964.74
611430	58	Creative Thinking andInnovation	2	1	15	$324.84	$4,872.54
611430	58	Creative Thinking and Innovation	2	16	20	$309.22	$6,184.38
611430	58	Creative Thinking and Innovation	2	21	25	$292.35	$7,308.82
611430	58	Creative Thinking andInnovation	2	26	30	$265.49	$7,964.74
611430	59	Performance Management	1	1	15	$296.73	$4,450.88
611430	59	Performance Management	1	16	20	$257.68	$5,153.65
611430	59	Performance Management	1	21	25	$232.38	$5,809.57
611430	59	Performance Management	1	26	30	$212.39	$6,371.79
611430	60	Personal Productivity	2	1	15	$324.84	$4,872.54
611430	60	Personal Productivity	2	16	20	$309.22	$6,184.38
611430	60	Personal Productivity	2	21	25	$292.35	$7,308.82
611430	60	Personal Productivity	2	26	30	$265.49	$7,964.74
611430	61	Communication Strategies	2	1	15	$324.84	$4,872.54
611430	61	Communication Strategies	2	16	20	$309.22	$6,184.38
611430	61	Communication Strategies	2	21	25	$292.35	$7,308.82
611430	61	Communication Strategies	2	26	30	$265.49	$7,964.74
611430	62	Effective Resource Management	1	1	15	$249.87	$3,748.11
611430	62	Effective Resource Management	1	16	20	$210.83	$4,216.62
611430	62	Effective Resource Management	1	21	25	$191.15	$4,778.84
611430	62	Effective Resource Management	1	26	30	$178.04	$5,341.06
611430	63	eMass Manager Overview	1	1	15	$281.11	$4,216.62
611430	63	eMass Manager Overview	1	16	20	$238.94	$4,778.84
611430	63	eMass Manager Overview	1	21	25	$213.64	$5,341.06
611430	63	eMass Manager Overview	1	26	30	$196.78	$5,903.27
611430	64	eMass Workshop	3	1	15	$618.44	$9,276.57
611430	64	eMass Workshop	3	16	20	$529.42	$10,588.41
611430	64	eMass Workshop	3	21	25	$476.01	$11,900.25
611430	64	eMass Workshop	3	26	30	$421.66	$12,649.87
611430	65	eMass Direct User Training	5	1	15	$905.79	$13,586.90
611430	65	eMass Direct User Training	5	16	20	$773.05	$15,460.96

SIN	Course #	Course Title	Course Length	Minimum Participants	Maximum Participants	Per Course
611430	65	eMass Direct User Training	5	21	25	$693.40 $17,335.01
611430	65	eMass Direct User Training	5	26	30	$640.30 $19,209.07

SIN	Course #	Course Title	Course Length	Minimum Participants	Maximum Participants	Per Course
611430	66	Anticipatory Customer Service Experience Training	1 day	1	15	$4,170.60
611430	66	Anticipatory Customer Service Experience Training	1 day	16	20	$4,829.11
611430	66	Anticipatory Customer Service Experience Training	1 day	21	25	$5,443.73
611430	66	Anticipatory Customer Service Experience Training	1 day	26	30	$5,970.54
611430	67	Behavioral Malware Analysis	5 days	1	15	$13,622.49
611430	67	Behavioral Malware Analysis	5 days	16	20	$15,501.46
611430	67	Behavioral Malware Analysis	5 days	21	25	$17,380.42
611430	67	Behavioral Malware Analysis	5 days	26	30	$19,259.39
611430	68	Bullying in the Workplace	1 day	1	15	$4,170.60
611430	68	Bullying in the Workplace	1 day	16	20	$4,829.11
611430	68	Bullying in the Workplace	1 day	21	25	$5,443.73
611430	68	Bullying in the Workplace	1 day	26	30	$5,970.54
611430	69	Writing for Business and Government	2 days	1	15	$4,565.70
611430	69	Writing for Business and Government	2 days	16	20	$5,794.94
611430	69	Writing for Business and Government	2 days	21	25	$6,847.82
611430	69	Writing for Business and Government	2 days	26	30	$7,463.18
611430	70	Certified Scrum Master	2 days	1	15	$18,447.26
611430	70	Certified Scrum Master	2 days	16	20	$22,011.48
611430	70	Certified Scrum Master	2 days	21	25	$27,357.46
611430	70	Certified Scrum Master	2 days	26	30	$31,813.08