



KEY EXECUTIVE LEADERSHIP
CERTIFICATE PROGRAM

SCHOOL *of* PUBLIC AFFAIRS

**SENIOR PROGRAM MANAGER
CERTIFICATE PROGRAM**

**CHALLENGING
GOOD MANAGERS
TO BECOME
EXTRAORDINARY LEADERS**

WHO EARNS A SENIOR PROGRAM MANAGER CERTIFICATE?

American University's Key Executive Leadership Certificate Program, in partnership with MCR, LLC, offers a Senior Program Manager Certificate Program for individuals working for organizations looking to expand their use of integrated program management. The program meets the federal government's requirements for training and developing their acquisition workforce as outlined in the "Acquisition Workforce Development Strategic Plan for Civilian Agencies—FY 2010-2014," released by the OMB (Oct. 2009). Participants move from project and functional staff positions to leadership roles by increasing their substantive knowledge, confidence, and ability to lead.

MESSAGE FROM THE DIRECTOR



Robert Tobias
Director,
Key Executive
Leadership Programs

Our philosophy encompasses developing your competencies and skills to succeed in tomorrow's rapidly changing acquisition environment. We do this by creating a safe and respectful learning environment where you can practice your leadership and acquisition management skills. We involve you in the learning experience using real-life case scenarios, provide feedback that enables you to enhance your leadership strengths, and provide course content relevant to the leadership and major acquisition program issues you confront on a daily basis.

Successful applicants of the program are:

- individuals within the program acquisition disciplines in government or private industry
- on the career path to Senior Executive Service (or equivalent) appointment
- looking to expand their organization's use of integrated program management
- willing to work in a collaborative learning environment
- a minimum rank of GS-13 or its equivalent in the military, state, or local government, a public interest group, association or private industry.
- experienced program and project managers on federal projects and/or programs (have at least four years of experience)

A UNIQUE EXPERIENCE

- **focuses on you**—we provide you with a comprehensive development program to develop your leadership capacity and your ability to understand and link the requisite program management functional skills with the decision support system unique to your organization
- **meets real standards**—when you successfully complete the certificate requirements, you will meet the core training and experience requirements set out by the FAC-P/PM for senior program managers
- **offers outstanding courses**—that have been awarded the Federal Acquisition Institute's highest rating of '5'
- **features leading faculty**—who have been selected for their prominent reputations in public administration, leadership development, and adult learning
- **uses an experiential learning approach**— that helps you apply your classroom experience directly to your job
- **employs the cohort approach to learning**—you take classes in an integrated community of students who learn together in a supportive environment
- **challenges you**—to become an extraordinary leader by choosing to work and learn collaboratively, change, and lead others to do the same

WHAT DOES THE COURSE OF STUDY CONSIST OF?

Successful completion of the six, four-day courses meets FAI's FAC P/PM senior-level requirements. The program consists of the following courses:

COURSE	TAKE –AWAY SKILLS AND CAPABILITY
Leading People for Strategic Execution in the Acquisition Environment	<ul style="list-style-type: none">■ build and sustain high-performing teams■ coach to improve performance■ motivate people across diverse functional areas■ lead change and develop strategic communications and stakeholder mobilization plans
Federal Acquisition Strategy Environment	<ul style="list-style-type: none">■ understand the federal acquisition environment and the natural tensions between requirements, resources, and the federal acquisition process■ develop and execute a comprehensive acquisition solution■ conduct needs, gap, alternative, and issues analyses■ assess material and nonmaterial approaches across decision support systems to meet department/agency needs■ conduct effectiveness, suitability, and critical technologies assessments■ monitor and oversee estimated costs, sensitivities, risks, and competition activities
Federal Planning, Programming, Budgeting, and Acquisition Policies	<ul style="list-style-type: none">■ oversee the Office of Management and Budget Circular A-11 process■ navigate the programming, budgeting, and execution of federal funds and resources■ implement a business strategy within Federal Acquisition regulation constraints—from overall acquisition strategy to final contract award
Senior Integrated Program Management and Key Federal Acquisition Topics	<ul style="list-style-type: none">■ integrate the various disciplines in the acquisition environment in innovative ways to meet program needs■ apply systems-level thinking to understand the interrelationship between products, people, resources, tools, functions, and the processes that can set the program management office up for success
Program Performance Measurement and Federal Acquisition Reporting	<ul style="list-style-type: none">■ apply best practices that integrate and track performance information from cost estimating, risk management, earned value management (EVM), to scheduling and technical performance measures.
Putting It All Together: Acquisition Cases	<ul style="list-style-type: none">■ apply the action learning approach to effectively lead your organization through an acquisition life cycle■ practice skills in assessing recent/current federal acquisition programs to identify challenges and potential solutions

ACCOLADES FROM STUDENTS

“I had no knowledge of performance management, but after taking this course, I can go back and use what I’ve learned to create a knowledge base that we can build from.”

-Comment from certificate program participant

“We were having issues with project management, a project was 18 months behind and the data says the project is fine, but it isn’t. Using the performance management knowledge from this program I can ask my two project managers why the cost schedule and expenditures are not comparative and why the risk manager is getting different costs and why the risk manager wasn’t involved on cost analysis.”

-Comment from certificate program participant

“We believe that today’s program managers must have leadership competencies coupled with sufficient knowledge across the functions to ensure an integrated cross-functional team of highly trained technical experts that drive for results, create coalitions within and outside the organization, and, ultimately, provide the maximum value to serve customers.”

- Comment from a professor in the program

“Thank you for sharing your expertise with us in the Program Management Class at AU. I learned much and I did not want the class to end. After the class, I am even more convinced that Program Management is the right thing to be doing. I stumbled into PM some years ago and I am glad I did. The level of information that was provided was just right. Repeat it for the next class and the next class.”

- Comment from a certificate program participant to a professor after taking the Senior Integrated Program Management and Key Federal Acquisition Topics course



EXECUTIVE COACHING OPTION

Students may choose a Coaching Option including six executive coaching sessions and two 360-degree evaluations, one at the beginning and one at the end of the program, to measure progress in the emotional intelligence (EI) competencies of self-awareness, self-management, social awareness, and relationship management. The EI instrument, from the prestigious Hay Group, is the only EI assessment and feedback tool that has been tested and validated using federal managers. Participants who choose this option are assigned an executive coach who co-creates an individual development plan based on the results of the EI survey.

Working with a coach helps you reach your full potential by implementing the insight gained in the classroom and overcoming any barriers.

Program managers (PMs) who view themselves as mere agents for the execution of program costs, schedule, and performance may be self-limiting. Rather, every PM should assume the role of chief executive officer (CEO) of his or her entrepreneurial "corporation" and use the tools of upper echelon leaders to manage programs with greater accountability and empowerment.

--Roy L. Wood, Defense Acquisition University



BENEFITS TO KEY EXECUTIVE LEADERSHIP CERTIFICATE STUDENTS

- creating a safe and respectful environment where you can practice leadership skills
- involving you in the learning process by using subject matter grounded in your experience
- providing assessments and feedback that enable you to enhance your leadership capacity
- providing course content relevant to the leadership issues you face on a day-to-day basis
- taking pride in giving you the highest level of service—a turnkey program that allows you to fully focus on professional development
- incorporating into the courses the most recent developments in building leadership capacity

BENEFITS TO YOUR SPONSORING ORGANIZATION

- joining a strong network of mutually supportive leaders who have learned together how to foster lasting change within themselves and their organizations
- becoming more effective and influential in your organization
- broadening your perspectives on the strategic issues facing leaders responsible for program implementation
- increasing effectiveness and efficiency in completing programs on time and on budget
- applying new talents and skills in the workplace to create and sustain cross-functional teams
- achieving program management goals important to your organization
- meeting the core training and experience requirements set out by the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)



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