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ALO070	Overview of Labor Laws	1 / 0.1
ALO071	Contract Financing	2 / 0.2
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ALO079	Performance-Based Acquisition (PBA): An Overview	1 / 0.1
ALO080	Construction Contracting	1 / 0.1
ALO081	Davis Bacon Act	1 / 0.1
ALO082	Architect-Engineer (A/E) Services Contracting	1 / 0.1
ALO083	Award Documentation	2 / 0.2

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ALO090	Earned-Value Management in the Planning Phase of an Acquisition	2 / 0.2
ALO091	Earned-Value Management in the Monitoring and Measuring Phase of an Acquisition	1 / 0.1
ALO092	Earned-Value Management in the Evaluate and Adjust Phase of an Acquisition	2 / 0.2
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ALO095	Acquisition for Agile (A4A): Acquisition Strategies for Agile Development	2 / 0.2
ALO096	Introduction to Cost and Price Analysis	2 / 0.2
Total Number of CLPs/CEUs Available		127 / 12.7

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ALO Course Details

Course Number	Course Name	Course Description	Training Objectives	CLP / CEU
ALO001	Define the Need and Conduct Market Research	In the following module, we will present tools and techniques for defining the need and gathering critical market research information to ensure solicitations allow for maximum competition and innovative solutions for Government. This is Step 2 in the 7-Step process.	<ul style="list-style-type: none"> Recognize how the Integrated Project Team (IPT) defines the need Identify tools provided to assist in this process Describe the market research process Recognize how good market research can help you develop your acquisition strategy and refine your objectives Identify the "Do's and Don'ts" of one-on-one market research sessions 	3 / 0.3
ALO002	Discussions Before Receipt of Proposals and Due Diligence	In the following module, you will learn when and what types of communications are permitted in the FAR, how to conduct due diligence appropriately, and best practices to incorporate into your acquisition process.	<ul style="list-style-type: none"> Recognize when and what types of communications are permitted in the FAR Utilize various methods for conducting due diligence Identify the do's and don'ts of due diligence 	2 / 0.2
ALO003	Select the Best Solution	In the following module, we will explain how the Statement of Objectives (SOO)-based evaluation process is similar, but not identical to, the traditional technical evaluation process, we will describe the government's broad discretion in - and inherent subjectivity of - source selection, we will discuss discriminators when using a best value approach, and we will learn to develop source selection criteria. This is Step 6 in the 7-Step process.	<ul style="list-style-type: none"> Discuss key aspects of Statement of Objectives (SOO)-based evaluation, such as discriminators (quality standards and awards, oral presentation, past performance and experience), and best-value solutions Describe the government's broad discretion in—and inherent subjectivity of—source selection Explain what is unique and what is not in a SOO*-based evaluation Develop proposed source selection criteria for your team's acquisition requirement 	2 / 0.2
ALO004	Deliver Results through Partnership	In this step, we will examine the various methods and benefits used in performance-based management. Using this approach can help foster a true partnership between the Government and the vendor for any procurement. These tools can enable both the Government and the vendor to achieve the objectives of the acquisition, and overall mission, through good communication and collaboration between both parties. This is Step 7 in the 7-Step process.	<ul style="list-style-type: none"> Recognize the value of planning for contract management early in the process Identify the relationship of contract results to agency performance objectives, strategic planning and OMB reporting requirements Discuss roles, responsibilities and accountability of both partners during contract Discuss best practices in delivering results Recognize what performance management includes 	2 / 0.2
ALO005	Advance Acquisition Planning (AAP) & the Acquisition Plan (AP)	In this module, we will discuss the acquisition plan (AP) and acquisition strategy used during acquisition planning. You will learn about the key difference between the AP and the advanced acquisition plan (AAP) to include when each is needed for a procurement. As part of the planning process, you will also learn about the importance and benefits of market research as you prepare for contract award.	<ul style="list-style-type: none"> Describe acquisition planning and why is it required Differentiate between an advanced acquisition plan (AAP) and an acquisition plan (AP) Recognize the current acquisition planning environment Recognize the role of market research Identify the AAP and AP processes and content 	2 / 0.2
ALO006	Quality Assurance Surveillance Plan (QASP)	In the following module, we will present methods of surveillance and suggested formats for the Quality Assurance Surveillance Plan (QASP) during the period of contractor performance. We will include a QASP Checklist and several samples to help you understand the purpose of the QASP and ways to develop your own QASP for your Government contract.	<ul style="list-style-type: none"> Recognize performance standards, measures and metrics, and associated documentation Identify various performance surveillance methods Recognize the roles and responsibilities of those involved with the QASP Differentiate between a QASP and a Quality Assurance Plan (QAP) 	2 / 0.2

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ALO007	Develop a Statement of Objectives (SOO)	In the following module, we will discuss the elements of the Statement of Objectives (SOO) as well as the SOO process and format. We will also discuss the benefits and significance of the SOO in performance-based acquisition. This is Step 3 in the 7-Step process.	<ul style="list-style-type: none"> • Understand what a Statement of Objectives (SOO) is • Describe the steps in developing a SOO • Understand the significance of SOO-based buying • Describe the unique aspects of SOO-based buying that allow true discriminators to ensure best value source selection 	2 / 0.2
ALO008	Develop the Competitive Pool	In the following module, we will examine the competitive methods agencies may select to conduct Statement of Objectives (SOO)-based procurements. We will also examine the significance of the choices on the acquisition strategy when considering the needs of the agency and we will present methodologies and techniques for developing the competitive pool in order to get the best selection of vendors for the acquisition. This is Step 4 in the 7-Step process.	<ul style="list-style-type: none"> • Describe the contracting methodologies appropriate to Statement of Objectives (SOO)-based buying • Explain how the competitive pool is achieved in each contracting methodology • Understand acquisition planning needed to compete using a variety of acquisition approaches • Understand how the choice of approaches affects the competitive pool 	2 / 0.2
ALO009	Requirements Documentation for Program Representatives	In the following module, the documents that will be discussed in detail are the Statement of Objectives (SOO), the Performance Work Statement (PWS) and the Quality Assurance Surveillance Plan (QASP). You will learn the elements and purpose of each of these key requirements documents in acquisition.	<ul style="list-style-type: none"> • Describe the purpose of acquisition planning, and the need for acquiring services using a performance-based approach • Differentiate between the Statement of Work (SOW), Statement of Objectives (SOO), and Performance Work Statement (PWS) • List the benefits of Market Research • Identify the elements of a PWS and SOO • Recognize the purpose of the Quality Assurance Surveillance Plan (QASP) 	2 / 0.2
ALO010	Source Selection Evaluation Criteria and Instructions to Offerors	In the following module, we will discuss the importance of developing good evaluation criteria that tie into the objectives of the acquisition. The evaluation criteria will be used by the source selection team to assess the offerors' proposals and their ability to accomplish the requirements. In addition, we will discuss the importance of providing offerors clear instructions in the solicitation on how their proposals will be evaluated.	<ul style="list-style-type: none"> • Understand the significance of developing effective source selection evaluation criteria • Highlight the importance of tying source selection evaluation criteria to the objectives, definitions of success and instructions to offerors • Understand how to develop effective source selection evaluation criteria • Understand how to develop effective instructions to offerors 	2 / 0.2
ALO011	Competitive Range Determination and Conducting Competitive Discussions	In the following module, we will discuss the types of exchanges that are appropriate between the offerors/vendors and the government. In addition, we will look at the benefits and ramifications that are associated with establishing a competitive range in a performance-based acquisition (PBA) and awarding the contract without discussions with the offeror.	<ul style="list-style-type: none"> • Identify the types of exchanges with offerors • Differentiate between awarding with and without conducting discussions • Recognize the process, benefits and ramifications associated with accomplishing a competitive range determination 	1 / 0.1
ALO012	Receipt and Initial Evaluation of Proposals	In this module, we will examine the various techniques you can use to develop evaluation criteria and evaluate proposals for your acquisition project. This will include the use of oral presentations, role of past performance, and determination of best value.	<ul style="list-style-type: none"> • Identify where in the source selection cycle proposal evaluation takes place • Be able to ensure each offeror is given a fair evaluation • Evaluate proposals to ensure they meet the criteria established in the solicitation • Learn and practice how to effectively evaluate proposals; the Dos and Don'ts 	2 / 0.2
ALO013	Better Practice Transfer	In this module, you will learn how to harness your knowledge and share it with others. We will address some techniques and tools you can use to share knowledge and list key benefits.	<ul style="list-style-type: none"> • Define "Knowledge" in relation to acquisition • Understand the value of sharing practices • Recognize examples of Better Practice Transfer (BPT) practices • Perform an action review 	2 / 0.2

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ALO015	Becoming a Strategic Business Advisor: An Overview	In acquisition today, the roles of Program/Project Manager and the Contracting Officer can sometimes crossover making it difficult to clearly define each person's responsibilities. Having an Advisor, or in this case a Strategic Business Advisor, can help ensure the acquisition goes smoothly. In this module, you will learn about the skills and traits of a Strategic Business Advisor. This includes business acumen, interpersonal skills, and managing for results.	<ul style="list-style-type: none"> Describe the role and skill set of the strategic business advisor Define Business Acumen Identify interpersonal skills for the strategic business advisor Identify ways to manage for results 	2 / 0.2
ALO016	Emergency Contracting	This module includes an overview of emergency contracting, with specific emphasis on the flexibilities allowed during these situations. You will get an overview of FAR Part 18, Emergency Contracting, and FAR Part 50, Extraordinary Contractual Actions.	<ul style="list-style-type: none"> Understand acquisition flexibilities in emergency situations Understand the need for emergency response planning Identify resources available to ensure that every contracting professional is trained, warranted, and ready in the event of an emergency 	1 / 0.1
ALO017	Commercial Item Acquisitions	This module includes an overview of FAR Part 12 with specific emphasis on how the Part 12 procedures enable faster, smarter, cheaper acquisitions. You will also review the format of a solicitation and some benefits of this type of acquisition.	<ul style="list-style-type: none"> Identify various goods and services considered to be "commercial items" Describe the streamlined procedures in FAR Part 12 Utilize FAR Part 12 procedures to conduct an acquisition 	1 / 0.1
ALO018	Award-Fee Contracting	In the following module, you will learn the basics on incentive type contracting. You will learn about the requirements of incentive contracting, as well as the elements of an award-fee plan. You will also review sample documents and a "how to" guide developed by the Air Force that will show you what you need to consider in this type of contracting.	<ul style="list-style-type: none"> Understand when use of an award-fee contract is appropriate Understand the controls that should be in place to ensure payment of an award-fee is deserved Consider use of award-fee contracts for certain requirements, as appropriate 	1 / 0.1
ALO019	Interagency Acquisitions	In the following module, you will get a brief overview of the purpose and the types of interagency acquisitions. You will also get some tips on how to get started on these types of acquisitions.	<ul style="list-style-type: none"> Understand how contracts awarded by other agencies can be used to help satisfy customers' requirements Understand the statutory guidelines Understand the advantages of using pre-awarded contracts, along with fees to be paid to the host agency 	1 / 0.1
ALO020	Small Business Program Requirements	In the following module, you will get a brief overview of the Small Business Act and how it applies to acquisitions today along with size standard information and references. You will also learn about the types of small business and how agencies participate in these programs.	<ul style="list-style-type: none"> Describe how company size is determined for Federal acquisitions Identify the regulatory requirements for contracting with all types of small businesses Recognize competition requirements for various types of set-asides 	1 / 0.1
ALO021	Defining and Developing Performance Requirements for Contracting Professionals	This module includes tips and techniques for eliciting the "needs" of the acquisition. You will learn how to ask the right questions and capture the answers to ensure both the Government and the Contractors (offerors) are on the same page. Facilitation techniques are presented as well.	<ul style="list-style-type: none"> Identify techniques that will help customers to elicit their statements of need in clear and concise language Recognize the relationship between the requirement for competitive acquisitions and clear, concise statements of need Recognize how the requirements definition flows into development of evaluation criteria for an RF[X], and then into evaluation of contractor performance 	2 / 0.2

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ALO022	Taking Performance-Based Acquisition (PBA) to the Next Level	In this module, you will learn about "next steps" each person can take to move the performance-based acquisition (PBA) concept forward, cloaked in the four themes espoused by the Obama administration: Transparency, competition, accountability, and performance management. You will also learn about several barriers to PBA, and what can be done to break down those barriers to enable full utilization of PBA in your organization.	<ul style="list-style-type: none"> • Understand the current evidence of performance-based acquisitions (PBA) across the federal Government • Understand what additional steps to take in order to promote PBA • Identify ways to implement some PBA practices at your agency/organization 	2 / 0.2
ALO023	Contract Types	In this module, you will learn about the major contract types, to include Fixed-Price, Cost Reimbursement, Indefinite-Delivery/Indefinite-Quantity (ID/IQ), and Time and Materials (T&M). Within each of these categories, you will explore the variations of the contract type, and the associated risk to the Government and Contractor. You will learn about the considerations needed to choose the appropriate contract type for your procurement, as well as some best practices when considering contract type.	<ul style="list-style-type: none"> • Differentiate between various contract types • Recognize the risk involved for each contract type • Identify when each contract type is appropriate to use in your acquisition 	2 / 0.2
ALO024	Overview of the Cost-Technical Trade-Off Analysis	In this module, you will learn the process of performing a cost-technical trade-off analysis, also referred to as best value source selection. Non-cost evaluation factors and discriminators are discussed, along with methods of assessing technical proposals (including past performance) and integrating decision points into that assessment.	<ul style="list-style-type: none"> • Define "cost-technical trade-off analysis" • Identify best value source selections and when they should be used • Recognize the discriminators used to judge best value • Recognize the documentation required to justify a best value source selection 	1 / 0.1
ALO025	Bids and Proposals	In this module, you will learn about the three basic types of solicitations: Invitations for Bids (IFBs); Requests for Proposals (RFPs); and Requests for Quotations (RFQs). Each has a unique purpose; you will learn when it is appropriate to use each type and some of the benefits and disadvantages of using these solicitations. Additionally, you will learn about price and non-price factors in contracting and how to weight them against each other when evaluating proposals.	<ul style="list-style-type: none"> • Describe the various types of bids or proposals • Determine when to use each type of bid/proposal • Distinguish between commercial and non-commercial acquisitions • Identify methods of evaluating proposals using price and non-price factors 	1 / 0.1
ALO026	Introduction to the Independent Government Cost Estimate (IGCE)	In this module, you will learn the basic elements of an Independent Government Cost Estimate (IGCE), its purpose, and how to plan for developing it. You will learn what type of information should go into the IGCE and differentiate between estimating for supplies and estimating for services.	<ul style="list-style-type: none"> • Describe the purpose of an Independent Government Cost Estimate (IGCE) • Understand the planning and execution processes in developing the IGCE • Distinguish between a price estimate for supplies and a cost estimate for services 	2 / 0.2
ALO027	Federal Supply Schedule (FSS) Contracting	**COURSE UPDATED AS OF 7/16/2012** As many of you have learned during your careers in government acquisition, the environment is always changing. Over the last year, there have been many changes in the Federal Acquisition Regulation (FAR), to include changes with regard to Federal Supply Schedules (FSS). If you have already taken this module, you may want to review this updated version to see what is new in the FSS world. In this module, you will learn how to use the FSS to include tips on getting started and conducting market research on gsaadvantage.gov. You will also learn how to base best value source selection decisions to enable you to take full advantage of the FSS Program.	<ul style="list-style-type: none"> • Recognize the authority under which Schedules are used • Identify the variety of products and services available • Identify the procedures involved in using the Federal Supply Schedules (FSS) • Identify who can use the Schedules and some "best practices" in use of Schedules 	1 / 0.1
ALO028	Developing the Source Selection Plan (SSP)	This module is a basic introduction to the purpose and format of a Source Selection Plan (SSP). You will learn about the regulations and process of developing a SSP, as well as some best practices.	<ul style="list-style-type: none"> • Recognize the importance of the Source Selection Plan (SSP) in the acquisition process • Recognize the impact of market research on SSP development • Identify the participants in the SSP development process • Explain how to develop a SSP 	1 / 0.1

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ALO029	Developing a Technical Evaluation Plan (TEP)	This module is a basic introduction to the purpose and elements of a Technical Evaluation Plan (TEP). You will learn about the benefits and guiding regulations when developing a TEP.	<ul style="list-style-type: none"> Recognize the importance of the Technical Evaluation Plan (TEP) in the acquisition process Develop a TEP that will ensure an award that is most advantageous to the Government 	1 / 0.1
ALO030	Overview of Contract Negotiations	In this module, you will get an introduction to the world of contract negotiations. The focus will be on the dynamic between the Government and the contractor. This includes a look into human behavior and what drives the negotiation process. There are also some helpful worksheets to use during the negotiation, as well as some tips and techniques.	<ul style="list-style-type: none"> Identify key skill sets a contract negotiator should have Differentiate between Government objectives and contractor objectives during negotiation Recognize the negotiation process and essential elements 	1 / 0.1
ALO031	Planning Contract Negotiations	In this module, you will learn the benefits and disadvantages of team negotiation and individual negotiations. You will learn some basic planning techniques and review best practices to use as you research your opponent and prepare for the negotiation. You will also review tactics and counter-tactics for the negotiation.	<ul style="list-style-type: none"> Identify the strengths and weaknesses of both individual and team-based contract negotiations Describe contract negotiation planning and strategies Describe the tactics and counter-tactics of successful contract negotiations 	1 / 0.1
ALO032	Competencies for Contract Negotiations	In this module, you will learn some of the hard and soft skills needed to be a savvy contract negotiator. This includes several competencies and critical skills for negotiating a contract. Additionally, you will review various checklists and some best practices to utilize as you prepare to navigate the negotiation process.	<ul style="list-style-type: none"> Identify the competencies for negotiations Identify critical skills within each competency for negotiations Recognize the importance of obtaining the skills needed to navigate through contract negotiations 	2 / 0.2
ALO033	Conducting Contract Negotiations	In this module, you will learn about the actual process of conducting negotiations. This includes answers to the Who, What, When, Where, and Why of the negotiation. You will also learn about how to avoid common mistakes during the process.	<ul style="list-style-type: none"> Recognize the process of conducting negotiations, to include timing, location, and purpose Identify common mistakes made during negotiations and how to avoid them List the "dos & don'ts" of contract negotiations 	1 / 0.1
ALO034	Government Property: The Basics	In this module, the focus is on Government-Furnished Property (GFP). You will learn about the rules and regulations for GFP, to include the "Eight Principles of Federal Property Management." You will also learn about Government and Contractor responsibilities related to GFP.	<ul style="list-style-type: none"> Define Government-Furnished Property (GFP) Identify reasons the Government would and would not provide GFP Distinguish between the Government and contractor responsibilities for GFP 	1 / 0.1
ALO035	Introduction to Environmentally Preferable Purchasing (EPP): Going Green	It seems like "Go Green" is the catch phrase of the century, and the acquisition field is no exception. It is important in today's world to understand how you can help your organization use EPP – Green Purchasing and save on money, time, and resources. In the following module, you will learn about "environmentally preferable purchasing" (EPP) and understand the guiding principles, rules and governance for EPP or "green" acquisitions. You will also be exposed to the breadth of products and services impacted by EPP every day.	<ul style="list-style-type: none"> Define "environmentally preferable purchasing" (EPP) and understand the guiding principles Identify the rules and governance for EPP or "green" acquisitions Recognize the breadth of products and services impacted by EPP Incorporate EPP guidance into your acquisitions 	1 / 0.1
ALO036	Increasing Competition for Results	In this module, you will receive a basic understanding of how to increase competition in acquisitions and why you would want to increase competition. You will learn about the full range of benefits that result from competitive proposals or quotations and how this would benefit your organization.	<ul style="list-style-type: none"> Recognize the new emphasis on competitive acquisition Identify the full range of benefits that result from competitive proposals or quotations 	1 / 0.1

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ALO037	Protests	In government contracting, there are instances where a contractor will feel they have been treated unfairly during the contract award process. If at any time during the pre-award or life of the contract this should occur, a protest can be filed. In this module, you will learn about the protest process, when and how a protest can be filed and to whom the protest should be filed. You will get an in-depth look at protesting to the Agency and protesting to the GAO.	<ul style="list-style-type: none"> Identify the different protest venues and the procedures involved Recognize the responsibilities of the Government when a protest is filed Identify the steps that can be taken to avoid a protest 	1 / 0.1
ALO038	Work Breakdown Structure (WBS)	In this module, you will learn the basic composition of a Work Breakdown Structure (WBS) and how to build one for any project or program. You will learn about the elements of a WBS and how they will support the planning packages and work packages during the contract life cycle.	<ul style="list-style-type: none"> Recognize the importance of the Work Breakdown Structure (WBS) Identify the steps to create a WBS Distinguish between planning packages and work packages and their purpose Develop a basic WBS 	1 / 0.1
ALO039	Disputes	In this module, you will learn about disputes, and how they differ from a protest or claim. You will also review some common reasons a dispute may arise and how to handle dispute resolutions.	<ul style="list-style-type: none"> Differentiate between disputes and protests Recognize the role of the Contracting Office in the dispute process Identify situations from which a dispute might arise Identify the process and steps to resolve a dispute, to include utilizing Alternative Dispute Resolutions (ADR) practices in the dispute resolution process 	1 / 0.1
ALO040	Role of the Contracting Officer's Representative (COR)	This module is a high-level overview of everything today's COR needs to know and understand prior to accepting the attending responsibilities. You will learn about the role and responsibilities of a COR in both pre-award and post-award, to include the core competencies outlined by the Office of Federal Procurement Policy (OFPP).	<ul style="list-style-type: none"> Identify the general duties and responsibilities of the COR Identify capabilities and core competencies required by the Office of Federal Procurement Policy (OFPP) Describe the role and composition of the Acquisition Team, as defined in the Federal Acquisition Regulation (FAR) Recognize the pre-award and post-award duties and responsibilities of the COR as part of the Acquisition Team 	2 / 0.2
ALO041	Contract Management: What a COR Should Know	Contracting Officer's Representatives (CORs) must utilize all of their competencies to manage the relationship between the Government and the Contractor. Building a good partnership will help ensure open communication channels and a successful outcome. In the following module, you will learn about the COR's role in monitoring and measuring contractor performance, to include the range of duties and how crucial communication is to the success of a project or program.	<ul style="list-style-type: none"> Recognize the Contracting Officer's Representative's (COR's) role in monitoring and measuring contractor performance Identify the COR's range of duties, and how crucial the COR competencies are Recognize the importance of communication, both with the Contractor and the Contracting Officer (CO) 	2 / 0.2
ALO042	The Acquisition Process, from Planning to Contract Award for the COR	As a Contracting Officer's Representative (COR), it is critical that you understand the entire acquisition process, from identification of the need to award of a contract or task order. The competencies required by the Office of Federal Procurement Policy (OFPP) for CORs are woven throughout the process description and play a key role in the your success as the COR. In the following module, you learn about the entire acquisition process including all of the planning and cost-estimating activities that must be performed from initiation through contract award. You will also learn about the Integrated Project Team (IPT) and the criticality and importance of a well-planned project.	<ul style="list-style-type: none"> Describe the entire acquisition process including all of the planning and cost-estimating activities that must be performed Recognize the Contracting Officer's Representative's (COR's) role in the acquisition process, from initiation through contract award Participate on any Integrated Project Team (IPT) Recognize the criticality and importance of a well-planned project, and the importance of communications all the way through the process 	2 / 0.2

ALO Course Details

Course Number	Course Name	Course Description	Training Objectives	CLP / CEU
ALO043	Specialized Acquisition Methods: What a COR Should Know	This overview of the Federal Acquisition Regulation (FAR) Parts 17 and 18 provides Contracting Officer's Representatives (CORs) with an overview of acquisition processes such as options, interagency agreements, management and operation contracts, and emergency situations. CORs play a significant role in managing risk and working with the contractor to solve problems as performance continues. In the following module, you will learn about multi-year contracting, the rules for use of options, Interagency Agreements (IAAs), and the basic process of management and operating (M&O) contracts. You will also learn which acquisition processes are in effect during emergencies and how to support those situations.	<ul style="list-style-type: none"> • Define multi-year contracting • Define Alpha contracting • Recognize the rules for use of options • Identify the conditions and rules for Interagency Agreements (IAAs) • Identify the basic process of management and operating (M&O) contracts 	2 / 0.2
ALO044	Role and Responsibilities of the Contracting Officer's Representative (COR) During Contract Close-Out or Termination	In the following module, you will learn about closing out completed contracts and task orders, including time frames, funding, property, and data issues. You will also learn about the legal implications of contract completion.	<ul style="list-style-type: none"> • Recognize the Contracting Officer's Representative's (COR's) role in closing out completed contracts and task orders, including time frames, funding, property, and data issues • Recognize the legal implications of contract completion • Differentiate between termination for convenience, termination for default, and termination for cause (commercial items) 	1 / 0.1
ALO045	Project Scheduling for the Integrated Project Team (IPT)	Before a procurement can take place, there is much planning to be done. From proposals to budget plans, the pre-award process entails many activities, and one of the most crucial of these is creating the schedule. This module will teach you the basics of project scheduling, to include development of simple schedules, integrated master schedules, and baselines. It will also expose you to various tools and techniques used during the scheduling process.	<ul style="list-style-type: none"> • Define scheduling as it relates to projects and project planning • Identify the six critical components of a project schedule • Recognize the "Do's" and "Don'ts" of scheduling 	2 / 0.2
ALO046	Managing in a Performance-Based Environment	Performance-Based Project Management (PBPM) is a documented, systematic approach for acquisition management. Like traditional project management, PBPM involves planning and defining, implementing and assessing, and changing. However, PBPM goes beyond those steps to emphasize the six disciplines. In this module, you will learn key differences in managing a performance-based contract, as opposed to a traditional methods-based contract. You will also learn about the six disciplines and their various roles throughout contract management.	<ul style="list-style-type: none"> • Differentiate between traditional management and Performance-Based management • Recognize the purpose and use of the Six Disciplines used for Performance-Based Management • Identify how each of the Six Disciplines applies to the three post-award phases: planning, monitoring and measuring, and evaluation and adjustment 	1 / 0.1
ALO047	Program/Project Management Overview	In contracting, managing a program or project entails many responsibilities, variables, and competencies. As a manager, you must have many tools in your toolkit to be a good Program or Project Manager (PM). This module provides a brief overview of Program and Project Management topics, including Program/Project Management Planning, Contracting, Risk Management, Earned Value Management, and Project Scheduling.	<ul style="list-style-type: none"> • Define key terms used in project management • Identify the key processes and elements of project management, to include the management team, risk management, scheduling, and Earned Value Management (EVM) • Recognize the importance of your role as a program/project manager (PM) 	1 / 0.1
ALO048	Simplified Acquisition Procedures (SAP)	In procurement, the Federal Acquisition Regulation sets certain requirements for purchases based on type and amount. In this module, you will learn about the Simplified Acquisition Procedures (SAP), which address the policies and procedures, including commercial items, the Open Market and the Federal Supply Schedule, for the acquisition of supplies and services of which the aggregate amount does not exceed the simplified acquisition threshold (SAT).	<ul style="list-style-type: none"> • Define Simplified Acquisition Procedures (SAP) • Determine what goods and services are considered to be "commercial items" • Describe the procedures in FAR Part 12 and FAR Part 13 • Become familiar with SAP thresholds • Recognize the importance of using SAP for Open Market and Federal Supply Schedules 	1 / 0.1

ALO Course Details

Course Number	Course Name	Course Description	Training Objectives	CLP / CEU
ALO049	Developing a Performance Work Statement (PWS)	The Performance Work Statement (PWS) defines the Government's requirements in terms of "what" and not "how"; i.e. the objective and measurable outputs. In this module, you will learn about how to write a PWS with focus on the tasks and what the government wants as a result of those tasks being completed. You will be able to differentiate between a task-oriented approach and a performance-based approach to contracting. This will help you determine the level of detail you need when writing a requirement document such as a PWS.	<ul style="list-style-type: none"> Recognize the importance of performance-based acquisition of services Identify the importance of good, clear requirements documents in order to receive the best possible proposals Develop a performance work statement (PWS), with a linkage to agency mission 	2 / 0.2
ALO050	Ethics, Conflict of Interest, and Procurement Integrity	Ethics serve as a moral guidance for government employees to follow as servants to the public. By observing the general principles, and specific ethics standards, employees help to ensure that citizens have confidence in the integrity of Government operations and programs. In this module, you will learn about ethical behavior, to include what is and is not acceptable when working with vendors or contractors. You will learn about the various regulatory guidance on government ethics and receive some resources that can help you in the future, should you have questions about ethical behavior.	<ul style="list-style-type: none"> Identify Federal ethics laws, regulations, and standards that govern the acquisition process Recognize the importance of ethics and procurement integrity in federal acquisition Recognize the implications of failure to work within the ethics and procurement integrity laws 	1 / 0.1
ALO051	Competition in Contracting	In Federal procurement, the Government is required to compete every acquisition to the maximum extent practicable. This makes it critical that all contracting personnel understand contracting requirements with regard to competing a contract for a product or service. In this module you will learn about full and open competition and some key drivers of competition. You will also learn why it is so important to increase completion and understand the marketplace for services and products.	<ul style="list-style-type: none"> Define competition, to include full and open competition Identify the benefits and key drivers of competition Recognize the role of market research in competition 	1 / 0.1
ALO052	Contract Close-Out	Contract closeout begins when the contract is physically completed and all administrative actions have been completed; i.e. all disputes settled, and final payment is made to the contractor. The contract closeout process requires close coordination between the contracting activity, finance office, technical program office, and the contractor. In this module you will learn about the procedures involved in closing out completed contracts, purchase orders, and delivery and task orders. You will also learn about the regulations governing closeout procedures and the legal implications of contract completion.	<ul style="list-style-type: none"> Identify the procedures involved in closing out completed contracts, purchase orders, and delivery and task orders Recognize the time standards established by the Federal Acquisition Regulation (FAR) for closing out contract instruments Recognize the legal implications of contract closeout including final payment, termination, Government property, past performance, and contract file retention 	1 / 0.1
ALO053	Service Contract Act (SCA) of 1965	The Service Contract Act (SCA) applies to every contract entered into by the Federal Government. It sets forth requirements for how service employees in various classes are paid, to include benefits. In this module, you will learn about the SCA and how it will apply to all contracts. You will also learn about pitfalls to avoid and how to obtain wage determinations on a contract.	<ul style="list-style-type: none"> Describe the Service Contract Act (SCA), to include when, why, where and to whom the Act applies Recognize how to obtain wage determinations and how to interpret them Identify common SCA pitfalls Recognize how to manage audits and investigations 	1 / 0.1
ALO054	Performance Incentives	In performance-based contracting, often the government will use incentives to encourage contractors to meet a pre-determined performance level on the contract. These incentives can be positive or negative, monetary or some other form of incentive to motivate the contractor. In this module, you will learn how performance incentives are developed and utilized, to include how they apply to various types of contracts. You will also review some detailed examples to illustrate the use of performance incentives.	<ul style="list-style-type: none"> Recognize the role and use of performance incentives in government contracting Identify the purpose and benefit of using performance incentives Recognize the major issues associated with performance incentives in government contracts 	2 / 0.2

ALO Course Details

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ALO055	Operating Under A Continuing Resolution (CR)	Each fiscal year (FY), the government will appropriate funding to the various government agencies to support their programs/projects. However, in many instances a formal appropriations bill may not yet be signed into law by the end of the Congressional FY, yet the agencies need to proceed with the work. The solution is called a Continuing Resolution (CR), and it provides funding for existing federal programs at current or reduced levels. In this module, you will learn about CRs, to include when and how to utilize them in lieu of appropriated funding.	<ul style="list-style-type: none"> Define Continuing Resolution (CR), to include identifying non-Continuing Resolution environments Recognize issues when operating under a CR Prepare and operate more effectively and efficiently under a CR 	1 / 0.1
ALO056	Understanding Contract Modifications	This module focuses on explaining contract modifications for program personnel, such as Contracting Officer's Technical Representatives (COTRs)/Contracting Officer's Representative (CORs), project/program managers (PMs) and program analyst. In this module, you will learn to distinguish between the types of contract modifications, learn to identify types of contract changes and understand the importance of the "Changes" clause in contracts and the specifics for exercising contract options as a contract modification.	<ul style="list-style-type: none"> Identify the types of contract modifications Differentiate among the different types of contract changes Identify modifications resulting from the "Changes" clause Recognize scenarios when contract changes are/are not permitted Recognize the actions required for exercising options 	2 / 0.2
ALO058	Contracting as a Profession & the Evolution of Contracting	As a contract professional, it is important to learn what is expected of you. In this module, you will learn about the long and colorful history of the federal contracting profession. You will also learn about the characteristics and education required of the contracting profession and the various professional opportunities available to the contracting professional.	<ul style="list-style-type: none"> Recognize characteristics and career opportunities available to the contracting professional Identify mission and roles and responsibilities of contracting professionals and structures of contracting organizations Identify the educational requirements and competencies to become FAC-certified Identify the standards of conduct for personnel involved in Federal acquisition Recognize major milestones in the history of Federal contracting 	1 / 0.1
ALO059	Overview & Fundamentals of Government Contracting	The Federal Government is, by far, the largest contractor in the U.S., contracting out services and products to support a variety of programs and projects. For new contracting personnel, it is important to understand the history and foundations of government contracting. In this module, you will learn about the framework that identifies the origin of federal contracts and the prominent regulations that govern the Federal acquisition process.	<ul style="list-style-type: none"> Define the term "contract" and recognize the elements of a contract Identify the origin and nature of Government contracts Describe the contracting governance framework, to include use of the Federal Acquisition Regulation (FAR) in governing the Federal acquisition process Define regulation, policy, exception, and deviation as they apply to the contracting process 	1 / 0.1
ALO060	Uniform Contract Format (UCF)	In everyday dealings, we make agreements for everything from buying groceries to getting the car repaired to obtaining lawn care services. For the Federal Government, contracts serve as binding agreements for acquiring goods and services from private industry. This course provides a basic overview of the structure of common Government contracts – the Uniform Contract Format. Regardless of whether your interests lie in contracts, finance, program management or some other Government-related position, the information covered in this course is a must for all whose business has any interest or involvement in Government contracts.	<ul style="list-style-type: none"> Describe the purpose and benefits of the Uniform Contract Format (UCF) Identify the required sections for each contract and the contents that must be included in each section Recognize the importance of Order of Precedence in a contract 	1 / 0.1
ALO061	Contracting Methods and Vehicles	There are many ways to meet an organization's acquisition needs to include different methods and also pre-established vehicles under which you can conduct your source selection while saving significant time in getting on contract. This module will take you through the different contract methods, explain when to use each one and then highlight the different types of vehicles and provide their benefits.	<ul style="list-style-type: none"> Define contract vehicles and methods and describe their purpose Identify available contract methods and vehicles Determine when it is appropriate to use a particular contract vehicle 	1 / 0.1

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ALO062	Contract Required Sourcing	In contracting, Federal Acquisition Regulation (FAR) Part 8 addresses various source requirements for the purchase of supplies or services. In this module, you will learn about those requirements and how to prioritize them. You will also learn about sources of supply to include the AbilityOne Program, the Federal Prison Industries, and the Federal Supply Schedule.	<ul style="list-style-type: none"> Describe Federal Acquisition Regulation (FAR) Part 8.001, 8.002, and 8.003 for required sources of supply and/or services Recognize the purpose and appropriate use of Ability One Program, Federal Prison Industries, and Federal Supply Schedules 	1 / 0.1
ALO063	Contractor Responsibility	The Contracting Officer (CO) makes a significant determination when signing the contract beyond obligating the government to the terms and conditions under the contract. They make the determination that the contractor is "responsible" for many aspects from being financially capable to execute the contract to having sufficient resources, people and material, to performing in an ethical manner under previous Government contracts. This module will walk you through the different areas of contractor "responsibility" and help you understand how to ensure you have a solid basis for signing the contract. This module is mandatory for all current and future COs.	<ul style="list-style-type: none"> Define "responsible" as expressed in the Federal Acquisition Regulation (FAR) Recognize the contracting officer's (CO's) responsibility in this area Recognize the agency limitations in awarding contracts under this part of the FAR 	1 / 0.1
ALO064	Requisition Familiarization	In this module we explore the basic elements of a complete Procurement Request (PR) package. The PR Package is a spring board into the acquisition strategy phase and getting it right is paramount. While the methods of submitting a PR package may differ from agency to agency, the components of a good package should be universal.	<ul style="list-style-type: none"> Determine if you have received a complete Procurement Request (PR) package, to include any need for additional information Recognize the critical importance of a thorough review of the PR package to assure that you have all the information required to award the contract Identify the elements of a "ready" requirement Recognize that contracting offices require, and are entitled to, timely and complete customer requirements packages 	1 / 0.1
ALO065	Government Appropriations Introduction	In this module we will examine the annual budget process and its evolution into the annual appropriation. While the process is well defined, the milestones in the process are often missed creating complex program performance issues. While appropriation law is a specialty unto itself, it directly impacts the acquisition community. We will take a look at not only the process but also the key execution laws that every acquisition professional should be familiar with.	<ul style="list-style-type: none"> Define "appropriations" and how they affect the Federal contracting community Describe the general appropriations process in Congress Identify the various types of appropriations Identify key execution laws 	1 / 0.1
ALO066	Justifying Sole Source Procurements	There are times when a particular project or program may need to consider a sole source procurement. It is critical that you justify and document those circumstances when the government finds it necessary to pursue a given procurement in which the opportunity to meet the needs of the government requirement is limited to a single firm – the SOLE SOURCE. Throughout this module, you will learn about sole-source justification, particularly when the purchases are ABOVE the micro-purchase thresholds. You will learn about the various circumstances permitting government Contracting Officers (COs) – and Acquisition Teams – to justify limiting a specific procurement to one source (or a limited number of sources) and how to document the justifications. This will include detailed information on JUSTIFICATION AND APPROVAL FOR OTHER THAN FULL AND OPEN COMPETITION commonly known as a J&A.	<ul style="list-style-type: none"> Describe the concept and statute behind "Full and Open" competition Differentiate between "full and open competition after exclusion of sources" and "other than full and open competition" List the seven exceptions to full and open competition Describe the purpose, content requirements, and certification and approval requirements for a J&A Identify when justifications must be made public 	1 / 0.1

ALO Course Details

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ALO068	CO and COR Responsibilities, Authority, and Limitations	In contracting, the Contracting Officer (CO) and their Contracting Officer's Representative (COR) have a dynamic relationship. Each has their own role in the life of the project and each has a set of responsibilities and duties to perform. In this module, you will learn about the difference between what the CO is responsible for and what the CO depends on the COR to accomplish in their behalf. This will include the pre-award and post-awards activities of the CO and the COR, as well as the limitations set on the COR. You will also get a brief overview of various management duties for the CO and the COR, to include contract close-out or termination.	<ul style="list-style-type: none"> • Differentiate between the overall role of the Contracting Officer (CO) versus the role of the Contracting Officer's Representative (COR) • Describe the activities of the CO and COR during the pre-award phase of an acquisition • Describe the activities of the CO and COR after contract award to include project and contract management, and close-out/termination 	1 / 0.1
ALO069	Simplified Acquisition Procedures: Applying to Complex Services and Commodities	In procurement, the Federal Acquisition Regulation (FAR) sets certain requirements for purchases based on type and amount. This module takes a deeper look at Simplified Acquisition Procedures (SAP) when applying them to complex services and commodities. If you have taken the SAP module, you already have some foundational knowledge on this topic. This module is a follow-on to that foundational topic.	<ul style="list-style-type: none"> • Recognize how to use "best value" in acquiring products and services using simplified procedures • Identify three processes and means to ensure simplified acquisition success – low price, low price with past performance, and technical/price tradeoff • Recognize the unique aspects of Federal Acquisition Regulation (FAR) Part 13 and how they differ from FAR 15 and avoid sustained protests by improperly combing the two 	1 / 0.1
ALO070	Overview of Labor Laws	Labor laws have been around for decades, since the dawn of industry. In this module, you will learn about several key laws that will impact the way the government acquires services.	<ul style="list-style-type: none"> • Recognize how labor laws affect Federal acquisitions • Identify the primary labor laws that apply to Federal acquisition • Recognize the complexities of various statutes and what contractors have to do to comply 	1 / 0.1
ALO071	Contract Financing	In any acquisition, the buying agency will need to understand the ins and outs of financing when dealing with Government acquisitions. This module is an introduction to contract financing. You will learn some basic definitions, the difference between commercial and non-commercial purchases, and some of the common practices you will encounter in your acquisitions. You will also learn about the high level process of how money is appropriated to the government and what the do's and don'ts are for spending that money.	<ul style="list-style-type: none"> • Define contract financing • Identify the various types of financing • Recognize the various payment methods on a contract • Define "anti-deficiency" • Describe the Congressional Appropriations Process 	2 / 0.2
ALO072	Debriefing Unsuccessful Offerors	As a final step in making a contract award, it will be necessary to debrief all unsuccessful offerors. This can happen during pre-award and post-award depending on the situation. In this module, you will learn about the importance of conducting debriefings, as well as techniques for providing effective debriefings.	<ul style="list-style-type: none"> • Identify who prepares the debriefing slides • Recognize the critical importance of conducting open and comprehensive debriefings • Differentiate between a pre-award and post-award debriefing • List tips on providing effective debriefings 	1 / 0.1

ALO Course Details

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ALO073	Publicizing Requirements	In today's acquisition environment, it is critical to any organization that it gets the right product or service to achieve its mission and/or goals. As part of this effort, it is important that any need or requirement be publicized to get the best possible response from vendors who can potentially satisfy that requirement. This promotes fair competition and can prevent protests against the agency. In this module, you will learn how and why you must publicize your agency's requirements for products or services. As part of this process, you will get an overview of the solicitation process, to include amending and cancelling solicitations.	<ul style="list-style-type: none"> • Identify the FAR Part 5 policies for publicizing the contract requirements • List the methods of publicizing; i.e. disseminating information • Describe how to prepare and publish the synopsis • Recognize the procedures for releasing the solicitation, to include amendments and cancellations 	1 / 0.1
ALO074	Contract Terminations	Though not ideal, there are times when a contract needs to be terminated for various reasons. In this module, you will learn about the different reasons that contribute to a possible contract termination. You will also learn about the types of contract termination and the requirements for each.	<ul style="list-style-type: none"> • Differentiate between a Termination for Convenience, a Termination for Default and the Termination of Cause (Commercial Contracts) • Recognize when a contract should be terminated for convenience or default • Identify the steps taken before a termination for default is issued • Recognize the duties of the Prime Contractor and the Contracting Officer after issuance of Notice of Termination 	1 / 0.1
ALO075	Conduct Market Research	Effective market research is the key to mission success - it targets the appropriate marketplace to take full advantage of commercial best practices, key performance indicators, industry standards, and the appropriate use of incentives. In this module, we will present tools and techniques for gathering critical market research information to ensure solicitations allow for maximum competition and innovative solutions for Government.	<ul style="list-style-type: none"> • Identify the purpose and benefits of market research • Describe the market research process • Recognize how good market research can help you develop your acquisition strategy and refine your objectives • List the "Do's and Don'ts" of one-on-one market research sessions 	2 / 0.2
ALO076	Post-Award Conferences	In any government acquisition, it is critical that once the award is made, all parties involved hold a conference to discuss next steps. These post-award conferences, or meetings, are a way to kick-off the program/project and ensure both the government and the contractor/vendor understand the requirements and expectations for the life of the acquisition. In this module, you will learn about the purpose and benefits of a post-award conference, as well as useful techniques for getting the most out of your acquisition.	<ul style="list-style-type: none"> • Identify when a post-award conference is needed • Recognize key elements of conference planning • Describe why contractor partnerships are important and how post-award conferences contribute 	1
ALO078	Contract Administration Introduction	This module addresses the guiding principles of the Federal Acquisition Regulation (FAR) when performing contract administration. You will learn about the functions of the Contracting Officer (CO), what they can delegate, and to whom. You will also get a brief overview of the Defense Contract Management Agency (DCMA) website and all the services it has to offer during contract administration.	<ul style="list-style-type: none"> • Recognize the applicable Federal Acquisition Regulation (FAR) Part and key subparts that govern Contract Administration • Recognize key Contract Administration organizations within the Federal contracting community • Recognize key Contract Administration functions and who typically performs them 	1 / 0.1

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ALO079	Performance-Based Acquisitions (PBA): An Overview	Performance-Based Acquisition (PBA) is an approach to contracting that focuses on getting results. This process allows government and industry to work together to achieve superior programmatic results by allowing contractors to solve the problem and identify the performance measures, appropriating reliance on the private sector with few constraints to limit innovation. The government does its inherently governmental task (identifying needs, objectives, and constraints) and the private sector does the "inherently commercial" task of developing the business proposal to meet the needs and objectives. In this module, you will learn about the importance of the PBA process to include the Seven Steps and how they can help your organization effectively use PBA. You will get an overview of each step and insight into managing Performance-Based contracts.	<ul style="list-style-type: none"> Describe the concept of Performance-Based Acquisition (PBA) and how it differs from traditional acquisition methods Identify each of the Seven Steps to PBA Recognize the benefit of using a performance-based approach in contracting 	1 / 0.1
ALO080	Construction Contracting	In this module, you will learn about some basic concepts when planning for construction contracting. This will include important regulatory guidance, as well as some examples of what is allowed and not allowed in this unique acquisition environment.	<ul style="list-style-type: none"> Define "construction" and the broad range encompassing construction Recognize the various acquisition and contracting aspects related to the construction environment Identify unique construction clauses and special provisions 	1 / 0.1
ALO081	Davis Bacon Act	The Davis-Bacon Act applies to contractors and subcontractors performing on federally funded or assisted contracts. Davis-Bacon Act contractors and subcontractors must pay their laborers and mechanics employed under the contract no less than the locally prevailing wages and fringe benefits as directed by the Department of Labor. In this module, you will learn about the history, purpose, and benefit of the Davis Bacon Act in contracting today. This includes administration and enforcement of the act as required in Federal contracting.	<ul style="list-style-type: none"> Identify what the Davis Bacon Act is and when it was enacted and amended Recognize the purpose of the Davis Bacon Act and how to apply it to acquisitions Identify the requirements of the act, to include the administration and enforcement of the act 	1 / 0.1
ALO082	Architect-Engineer (A/E) Services Contracting	Architect-engineering (A/E) services are one of many unique situations in contracting. In this module, you will learn about the unique rules and regulations that apply to this environment. This will include the various keys players and their roles and responsibilities in architect and engineering services contracting.	<ul style="list-style-type: none"> Define architect-engineering (A/E) services contracting Recognize the contracting procedures for A/E Recognize the unique aspects of an A/E services source selection Identify unique aspects of A/E services contract administration 	1 / 0.1
ALO083	Award Documentation	Award Documentation is a critical step in both pre-award and post-award phases of an acquisition. In pre-award, it is the culmination of all previous acquisition documentation and planning leading up to award. In post-award, the award documentation will become the legal and binding document between the Government and the Contractor. In this module, you will learn about the elements and importance of award documentation.	<ul style="list-style-type: none"> Recognize the importance of accurate award documentation Identify categories of award justifications and documentation Identify types of required award documentation 	2 / 0.2
ALO086	An Introduction to Strategic Sourcing	This is an introduction to Strategic Sourcing and how it can help you and your organization buy smarter. This module will provide foundational knowledge, define strategic sourcing, its purpose and benefits, how it can be used, how it is working today and ways to start or continue your organization's process for strategic sourcing.	<ul style="list-style-type: none"> Define the concepts of strategic sourcing Identify major components of the strategic sourcing process Recognize opportunities to implement strategic sourcing practices in your organization, to include 16 ways to achieve strategic sourcing success 	2 / 0.2

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ALO087	Earned-Value Management: An Overview for the COR/COTR	Earned Value Management (EVM) happens throughout the acquisition life cycle. As a COR/COTR, you should become familiar with the concept of EVM in the "big picture" of acquisitions. In this module, you will learn about EVM and the benefits of using this approach during the life of a project or program. You will learn the EVM terminology and equations you will need to begin using EVM in your project or program. In addition, you will also learn about the specific role as a COR/COTR in using EVM, to include helpful tips and best practices for using EVM.	<ul style="list-style-type: none"> • Define Earned-Value Management (EVM) as it applies to a contract or task order • Identify the benefits of EVM • Recognize when EVM is to be used in an acquisition • Recognize the key EVM metrics in terms of contract status 	2 / 0.2
ALO089	An Introduction to Earned Value Management (EVM)	Earned Value Management (EVM) is a management approach that integrates the cost, schedule and work scope of an acquisition into a consolidated view of the time phased project objectives and enables measurement of progress against these objectives. This module is the first of a four-part series of ALO modules designed to help the acquisition professional gain an understanding and an appreciation of the benefits of implementing EVM on their high visibility, complex developmental projects. In this introductory module, you will become familiar with the EVM concept, the benefits of applying EVM, key concepts of developing the Performance Measurement Baseline (PMB), common EVM metrics, and how EVM allows managers to use current and historical trend information to forecast, with confidence, project over runs and/or delays. EVM series: part 1 of 4.	<ul style="list-style-type: none"> • Discuss the concept of Earned Value Management (EVM) as it applies to project management • Recognize the key components of the "ASI EVM Framework" • Identify the benefits of EVM • Identify the key concepts of developing the Performance Measurement Baseline (PMB) • Recognize the key EVM metrics used to measure project or contract performance • Discuss available responses to forecasted overruns and/or projected late deliveries 	2 / 0.2
ALO090	Earned-Value Management (EVM) in the Planning Phase of an Acquisition	In Earned-Value Management (EVM), the three main phases are Planning, Monitor and Measure, and Evaluate and Adjust. In this module, you will be able to apply your basic knowledge of EVM to an acquisition in the planning phase. This will include learning about Work Breakdown Structures (WBS) and creating a baseline for your project or program. You will learn about key concepts of developing the Performance Measurement Baseline (PMB) in an effort to prepare for moving into the next phase of EVM, Monitor and Measure. EVM series: part 2 of 4.	<ul style="list-style-type: none"> • Discuss the concept of Earned Value Management (EVM) as it applies to project planning • Articulate the merits of using a Work Breakdown Structure (WBS) to define and organize the work scope of a project • Articulate the general considerations of scheduling the tasks defined during the WBS process Identify the general considerations when applying resources to tasks in the project schedule • Articulate the impact of risk on project schedule and cost • Identify the key concepts of developing the Performance Measurement Baseline (PMB) • Identify the objectives of an Integrated Baseline Review (IBR) 	2 / 0.2
ALO091	Earned-Value Management (EVM) in the Monitoring and Measuring Phase of an Acquisition	Earned Value Management (EVM) happens throughout the acquisition life cycle. If you have already taken "Introduction to Earned Value Management" (or similar training), you should be familiar with the concept of EVM in the "big picture" of acquisitions. This module begins at the transition point between project planning and project execution, where earned value data is collected and reported, and where maintaining the integrity of the performance measure baseline (PMB) becomes one of the project team's key focus areas. In this module you will become familiar with the standard types of reports that are generated by the EVM system to communicate the status of the project in great detail. Using templates and samples you will learn how to read the various reports and where key data elements are found to support calculating the common EV metrics. Additionally, you will learn how changes to the project impact the baseline and the importance of making sure the baseline (the PMB) always reflects the current and realistic plan of execution. EVM series: part 3 of 4.	<ul style="list-style-type: none"> • Describe the concept of Earned-Value Management (EVM) as it applies to maintaining the Performance Measurement Baseline (PMB) • Recognize the five (5) standard formats of the Contract Performance Report (CPR) • Identify the key data elements available in the CPR Format 1 • Based on data from a CPR Format 1, recognize when the contractor is projecting a cost over-run or cost under-run at contract completion • Discuss the term "Management Reserve" as it relates to EVM and the CPR • Identify the three (3) primary types of baseline changes 	1 / 0.1

Course Number	Course Name	Course Description	Training Objectives	CLP / CEU
ALO092	EVM in the Evaluate and Adjust Phase of an Acquisition	Earned Value Management (EVM) happens throughout the acquisition life cycle. If you have already taken "Introduction to Earned Value Management" (or similar training), you should be familiar with the concept of EVM in the "big picture" of acquisitions. In this module you will become familiar with the common EVM metrics, how to use the standard EV formulas, how to extract data from the common reports, and how to interpret the story this family of metrics can tell the manager. You will also learn how to use the data from the standard reports and the EV metrics and trends to develop Estimates at Completion (EACs). This module uses illustrations, examples and exercises to allow you to practice concepts throughout the module. The module closes with a discussion of the common actions managers can take in response to forecasted project over runs or delays. EVM series: part 4 of 4.	<ul style="list-style-type: none"> • Discuss the concept of Earned Value Management (EVM) as it applies to measuring contract performance and taking corrective action • Identify the key data elements available in the Contract Performance Report (CPR) Format 1 • Given sample EVM data, calculate the standard EV metrics of Cost Variance, Schedule Variance, Cost Performance Index, and Schedule Performance Index • Given sample EVM data, calculate an Estimate at Complete (EAC) and explain any assumptions associated with your estimate • Identify available responses to forecasted over runs and/or projected late delivery 	2 / 0.2
ALO093	Acquisition for Agile (A4A): What is Agile Development?	This ALO module is designed to provide you with foundational knowledge about the agile development methodology. In this module, you will increase your knowledge of agile by contrasting it with the waterfall approach to software development. You will examine each element of the agile life cycle and map them to the Federal acquisition process. Finally, you will learn why agile is such an important methodology for producing valuable digital services.	<ul style="list-style-type: none"> • Distinguish between waterfall and agile development • Discuss the key concepts of agile development • Describe the phases of the agile life cycle 	2 / 0.2
ALO094	Acquisition for Agile(A4A): Acquisition Planning for Agile	This ALO module is designed to provide you with foundational knowledge about how to plan for an acquisition of agile. In this module, you will learn why the acquisition of agile development is as simple as the purchase of effort in support of functionality, and why selecting the right integrated product or project team is critical to a successful procurement. You will learn what agile needs from acquisition, and how to create requirements documents that promote successful outcomes.	<ul style="list-style-type: none"> • Describe what is being purchased in an acquisition of agile • Communicate the importance of the agile acquisition team • Plan an acquisition of agile and develop a useful requirements document 	2 / 0.2
ALO095	Acquisition for Agile (A4A): Acquisition Strategies for Agile Development	This ALO module is designed to provide you with an understanding of the advantages and disadvantages to permissible strategies for acquiring agile. In this module, you will take a closer look at the agile development life cycle, review methods of structuring a contract for agile development, and examine why modular contracting and performance-based acquisition approaches are ideal places to start in designing your acquisition strategy. Finally, you will analyze evaluation methods and work through a focused session on executing an acquisition of agile using performance-based techniques.	<ul style="list-style-type: none"> • Identify acquisition strategy considerations for agile development services • Recognize contract performance techniques in agile development • Describe a performance-based approach for agile acquisition 	2 / 0.2
ALO096	Introduction to Cost and Price Analysis	This ALO module is designed to provide you with foundational knowledge about cost/price analysis and how this will support the acquisition process. In this module, you will learn the difference between cost and price and how to analyze this to ensure you are getting the best value for your money in government acquisitions. You will learn to evaluate the reasonableness of the contractor's proposed cost/price for use in preparing for complex negotiations and some techniques for presenting that data.	<ul style="list-style-type: none"> • Distinguish cost from price • Distinguish between various seller pricing strategies • Identify the major milestones of the price/cost analysis cycle, to include the acquisition team members involved • Identify and utilize tools and techniques for cost and price analysis • Discern between analysis for cost-type and fixed-price proposals • Describe cost and/or price analysis results including correlation to dollar value and procurement complexity 	2 / 0.2