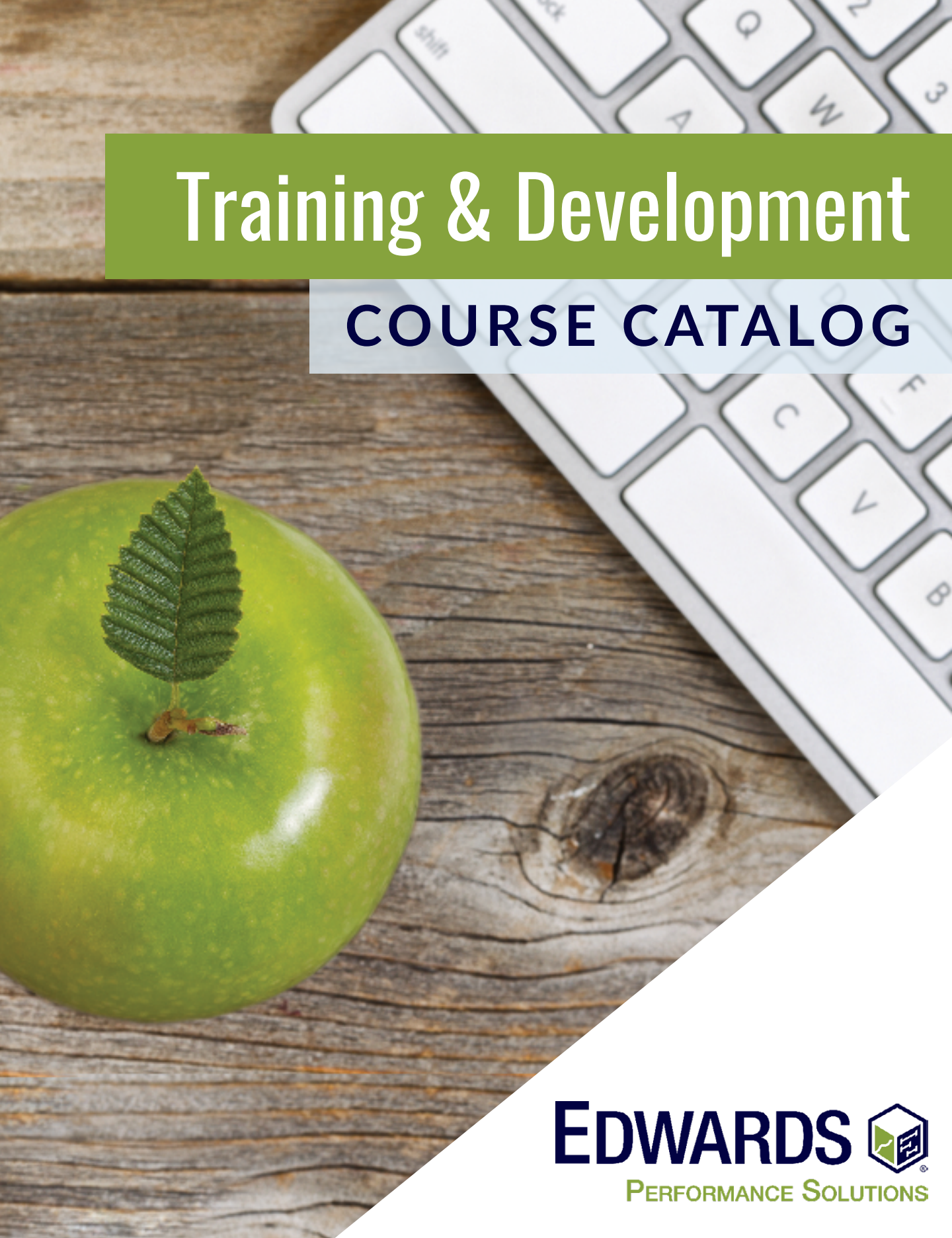


A green apple with a single leaf on a wooden surface next to a computer keyboard. The apple is in the lower left, the keyboard is in the upper right, and the wooden surface is the background.

Training & Development

COURSE CATALOG



What We Offer

Our dedicated Training and Development (T&D) experts provide learning solutions that enhance organizational performance.

Edwards Performance Solutions equips teams with knowledge, skills, and abilities to achieve business objectives. Edwards' T&D subject matter experts (SMEs) leverage industry experience to develop and facilitate Project Management, Business Process Management, Systems Engineering, Leadership, and Cybersecurity courses, including Cybersecurity Maturity Model Certification (CMMC) instruction.

We offer and coordinate training via classroom, virtual instructor led training (VILT), eLearning, and blended platforms. All courses are created using Edwards' instructional systems design (ISD) approach, based on industry standards.

Edwards Provides

- Commercial-off-the-shelf (COTS) courses
- Tailored COTS courses
- Customized courses

Delivery Platforms

- C** Classroom/Instructor Led
- V** Virtual Instructor Led Training (VILT)
- E** eLearning
- T** Textbook/Course Book Available

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training@edwps.com



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Why Edwards?

Since our inception 1997, training has always been an important part of Edwards solutions. Our T&D team possess real-world experience from a variety of industries and memberships, resulting in more robust adult education and a greater learning experience. We deliver an interactive and engaging experience, using contemporary best practices to enable better retention of critical concepts.

We are serious practitioners — putting our clients' interests first with tailored courses to address your specific training needs.

Certifications and Memberships

- Microsoft Certified Silver Partner in Project & Portfolio Management
- Project Management Institute (PMI)[®] Member
- PMI[®] Authorized Training Partner (A.T.P.)
- Microsoft Project Users Group (MPUG) Partner
- CMMI SVC Level 3
- ISO 9001: 2015 Quality Management
- The Cyber AB Approved Publishing Partner (APP)
- The Cyber AB Approved Training Provider (ATP)

Microsoft Partner
Silver Project and Portfolio Management



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PROJECT MANAGEMENT COURSES

Our Project Management courses focus on the knowledge, skills, and techniques needed to achieve specific activities and project goals. Our approach is based on the sound application of PMI based standards/principles contained in the latest edition of PMI’s Project Management Body of Knowledge (*PMBOK® Guide*). Our project management courses are for program or project managers, contract managers, and/or acquisition professionals.

Professional Development Units (PDUs) are credits needed as part of the Continuing Certification Requirements Program (CCR) to earn, maintain, and renew PMI certifications. PDUs are approved learning and professional service activities.

In 2022, PMI updated their Talent Triangle, renaming the three areas. As a PMI A.T.P., we offer project management courses to earn PDUs, aligned to the Talent Triangle.

PDU CREDIT CATEGORIES

Ways of Working (WoW)

Mastering many ways of working to be able to apply the right technique at the right time, delivering winning results.

Power Skills (PS)

Leveraging interpersonal skills including, collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Business Acumen (BA)

Cultivating effective decision-making and understanding how projects align with the big picture of broader organizational strategy and global trends.

WHY ARE PDU CREDITS SIGNIFICANT?

- Earn, maintain, and renew PMI certs
- Provides a standardized system for tracking completed learning
- Boosts project management professional development skills
- Drives sharing of industry knowledge
- Encourages collaborative learning opportunities

C Classroom/Instructor Led

V Virtual Instructor Led Training (VILT)

E eLearning

T Textbook/Course Book Available

Project Management



DESCRIPTION

Learn to create professional project schedules in an interactive environment using advanced techniques to improve planning, development, maintenance analysis, communications, and reporting skills. Build functional schedules using Microsoft Project.

LENGTH 3 Days

DELIVERY C

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	13	2	6
PMI-RMP®	0	2	6
PMI-SP®	13	2	6
PMI-ACP®	0	2	6
PfMP®	0	2	6
PMI-PBA®	0	2	6

DESCRIPTION

Obtain a firm grasp of sophisticated project management methodology and skills to manage competing demands in changing environments using tools and techniques to plan, monitor, and control projects.

LENGTH 2 Days

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4	5	5
PMI-RMP®	0	5	5
PMI-SP®	0	5	5
PMI-ACP®	0	5	5
PfMP®	0	5	5
PMI-PBA®	0	5	5

DESCRIPTION

Join an experiential journey through Agile – preparing participants for the PMI-ACP exam, while developing the real-world knowledge and skills required of an Agile practitioner. Discover the mindset, methodologies, and practices of Agile from the PMI Agile Practice Guide and the PMI-ACP Exam Content Outline through exploration and hands-on experience.

LENGTH 3 Days

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	16	4	4
PMI-RMP®	16	4	4
PMI-SP®	0	4	4
PMI-ACP®	16	4	4
PfMP®	0	4	4
PMI-PBA®	0	4	4

OBJECTIVES

- Operate with an Agile mindset in accomplishing work and interacting with people
- Describe the activities, artifacts, and roles of the Scrum lifecycle approach
- Explain the concepts presented in the PMI® Agile Practice Guide to fellow project practitioners
- Discuss the domains, tasks, and terminology outlined in the PMI-ACP Exam Content Outline
- Create products using iterative and incremental practices to hone requirements and maximize value through frequent delivery, review, and feedback
- Demonstrate knowledge of Agile values, principles, and practices

DESCRIPTION

Agile projects demand cohesive teams, well-defined leadership skills, and strong communication. This course explores a wide variety of necessary interpersonal skills within the context of Agile theory and practice including developing a vision, dealing with project complexity, performing gap analysis and change management, and sustaining team motivation.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3.5	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Describe how to best organize, motivate and support Agile teams
- Define best practices on how to coach and motivate external leadership and organizations
- Explain how to help clients develop and achieve a vision
- Identify how to influence the environment to manage and enable change
- Outline practices on how to uncover gaps between vision of teams, leaders and current reality

DESCRIPTION

Gain foundational knowledge of the critical chain method to reduce project lifecycle time in single and multi-project environments.

LENGTH .5 Day or 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3.5	0	0
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Integrate Critical Chain Project Management (CCPM) and traditional project management
- Define the Theory of Constraints
- Develop and control a project schedule using the CCPM process
- Use buffer management and reporting
- Define how timeboxing is used for Critical Chain scheduling and Agile development

DESCRIPTION

Apply EVM concepts and tools to analyze data for managing and reporting on project costs.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4.5	1.5	1.5
PMI-RMP®	0	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

OBJECTIVES

- Define and describe EVM techniques to effectively and accurately measure project performance
- Determine project work scope by creating an accurate Work Breakdown Structure (WBS)
- Build detailed schedules from a WBS
- Baseline and execute a comprehensive tracking and reporting process
- Compare accomplished work to planned work and actual costs
- Create performance metrics, such as cost and schedule performance indices
- Report cost and schedule variances

DESCRIPTION

Define project requirements and discover how solid requirements provide the foundation for the entire project. Participants will implement techniques to accurately estimate resources, durations, and costs.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Implement a *PMBOK® Guide* approach to requirements management
- Explain the process and lifecycle stages for project estimating, including required information and estimation techniques
- Estimate activity durations and resources
- Identify methods of cost estimation

DESCRIPTION

Collect and organize project requirements and prepare findings documentation –focusing on project scope and capturing all relevant requirements, so requirements are structured, clear, and concise.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4	1.5	1.5
PMI-RMP®	0	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

OBJECTIVES

- Describe how scope relates to the entire project management lifecycle
- Distinguish between various types of requirements
- Implement a structured approach to gathering requirements
- Define and structure project requirements so they are clear and concise
- Write complete, comprehensible, and verifiable requirements
- Develop the scope of a project based on the gathered and written requirements
- Create a Work Breakdown Structure (WBS) based on the defined scope of the project
- Determine the correct stakeholders for requirements management

DESCRIPTION

Learn Agile fundamentals to manage projects, including various Agile methodologies, strategies, concepts, tools, techniques, terminology, and applications.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3.5	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	3.5	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Define Agile development
- Describe the principles and origins of Agile based on the value statements in the Agile Manifesto
- Demonstrate the process of an Agile project
- Exhibit knowledge of the roles, events, and artifacts of an Agile project
- Describe the various technical approaches of Agile
- Implement Scrum methodology
- Articulate the functional characteristics and mindset of Agile
- Explain benefits and limitations of Agile
- Articulate the key differences and similarities between Agile and traditional project management
- Demonstrate various methods of scaling Agile to the enterprise level
- Demonstrate how Agile and traditional projects can coexist

DESCRIPTION

Ensure effective team and project success using management methods to strengthen leadership and communication skills. Discover which communication styles are suited to individual personalities and learn techniques for resolving team conflict/issues.

LENGTH 3 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4	10	7
PMI-RMP®	0	10	7
PMI-SP®	0	10	7
PMI-ACP®	0	10	7
PfMP®	0	10	7
PMI-PBA®	0	10	7

OBJECTIVES

- Manage teams and projects effectively
- Develop strategies to apply lessons learned
- Determine personal leadership styles, develop management skills, and apply proven techniques for leading teams
- Apply strategies to create high performance project teams
- Gain hands-on experience in analyzing stages of team development to maximize project team effectiveness
- Identify behavioral styles to effectively communicate with team members
- Employ communication techniques based on personal style and apply communication best practices
- Evaluate different motivational approaches and apply the most appropriate strategies for achieving project success
- Identify and resolve conflicts by practicing different conflict resolution approaches

DESCRIPTION

Learn techniques to manage portfolios, programs, and/or multiple projects. Apply resource management to create and prioritize the project portfolio using reporting techniques, while managing stakeholder and client expectations.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Describe the relationship between resource, portfolio, and program management
- Identify the advantages and disadvantages of a multiple-project environment
- Identify project priorities and sources
- Outline a process to prioritize projects
- Capture and document priorities
- Leverage risk information from one project to another
- Leverage project work from one project to another

DESCRIPTION

Learn to coordinate and host effective meetings from pre-meeting planning through meeting follow up. Discover the best ways to facilitate actions and mitigate issues for the best utilization of participant resources and overall project success.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4	3	0
PMI-RMP®	0	3	0
PMI-SP®	0	3	0
PMI-ACP®	0	3	0
PfMP®	0	3	0
PMI-PBA®	0	3	0

OBJECTIVES

- Identify the essentials of a successful meeting, including appropriate meeting participants
- Define approaches for dealing with common meeting issues
- Construct a basic action items list
- Describe tactics and key elements for efficient meeting follow up

Microsoft Project Professional Core: A Scheduling Tool for Successfully Managing Projects

DESCRIPTION

A foundation for Microsoft Project users apply a step-by-step methodology for entering, managing, and tracking project schedules to achieve project success. This course, through lecture and hands-on exercises, will present a comprehensive, step-by-step methodology for entering, managing, and tracking project schedules. Multiple versions available, including Earned Value (EV). Within the EV course, learn to set up, track, and report EV. Participants determine various methods to collect and examine EV information, enabling users to control cost overruns and/or schedule delays.

 **LENGTH** 2 Day

 **DELIVERY** C T

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	11	3	1
PMI-RMP®	0	3	1
PMI-SP®	11	3	1
PMI-ACP®	0	3	1
PfMP®	0	3	1
PMI-PBA®	0	3	1

OBJECTIVES

- Define best practices and methodologies for project scheduling
- Define and choose correct Microsoft Project property and option settings
- Set up and manipulate project and resource calendars
- Create and manage a project resource pool
- Define and enter tasks and milestones, including level of effort (LOE) tasks
- Set up and modify task interdependencies and constraints
- Assign resources to a task and enter the work required to complete each task
- Track project progress
- Create project reports to promote communication
- Analyze projects, resource usage, and task data
- Provide a brief overview of Earned Value (EV) concepts, history, terminology, and their relationship to project scheduling (EV only)
- Define data requirements and techniques necessary for EV reporting within Project (EV only)
- Track project progress and provide EV metrics (EV only)

Microsoft Project Professional: Intermediate

DESCRIPTION

Designed for experienced Microsoft Project users, this course will address creating custom fields, stoplight tracking charts, master schedules, and custom reports. Discover the impact of schedule planning and status updates. Learn how to set up and manipulate multiple projects.

 **LENGTH** 1 Day

 **DELIVERY** C T

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	6	0	1
PMI-RMP®	0	0	1
PMI-SP®	6	0	1
PMI-ACP®	0	0	1
PfMP®	0	0	1
PMI-PBA®	0	0	1

OBJECTIVES

- Define and create a shared resource pool
- Create and manipulate multiple projects
- Import and export project data
- Create custom views, fields graphical indicators, and reports within project files
- Track project progress over multiple projects

DESCRIPTION

Build on knowledge gained during our Microsoft Project Professional Intermediate course. Topics include managing multiple projects; implementing status and schedule control methodologies; schedule analysis tools and techniques; and using Microsoft Project views, reports, and user interface customization.

LENGTH 1 Day

DELIVERY C T

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	0	0
PMI-SP®	5	1	1
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Implement a variety of project management methodologies in Microsoft Project
- Apply a variety of status and schedule control methodologies
- Discover schedule analysis tools and techniques
- Explore Microsoft Project views, reports, and user interface customization

DESCRIPTION

Learn to set up, track, and report earned value (EV) using Microsoft Project. Participants determine various methods to collect and examine earned value information, enabling users to control cost overruns and/or schedule delays.

LENGTH 2 Day

DELIVERY C

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	11	2	2
PMI-RMP®	0	2	2
PMI-SP®	11	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Provide a brief overview of Earned Value (EV) concepts, history, terminology, and their relationship to project scheduling
- Implement best practices and methodologies for project scheduling
- Choose correct Microsoft Project property and option settings
- Establish and manipulate project and resource calendars
- Enter tasks and milestones, including level of effort (LOE) tasks
- Define data requirements and techniques necessary for EV reporting
- Assign assets from a resource pool and enter work required to complete tasks
- Track project progress and provide EV metrics
- Create project reports to analyze a project, resources, and task data

Courses to keep you sharper than the rest

wwwedwps.com/training

DESCRIPTION

Discover Program and Portfolio Management designed for aspiring and existing portfolio and program managers. Connect business needs and operational stability with organizational projects and programs by examining prescribed PMI standards and domains.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	1	2	4
PMI-RMP®	0	2	4
PMI-SP®	0	2	4
PMI-ACP®	0	2	4
PfMP®	0	2	4
PMI-PBA®	0	2	4

OBJECTIVES

- Recognize portfolios and programs in the context of organizational project management
- Define optimal practices for strategic alignment
- Identify effective governance at the portfolio and program level
- Define stakeholder engagement at the portfolio and program level
- Examine change management and its role in portfolio management
- Describe valuation measurement techniques at the portfolio and program level
- Explore the impact and value of benefit and deliverable breakdown structures
- Identify methods of portfolio and program risk management
- Outline fundamentals of workforce optimization and organizational structures

DESCRIPTION

Manage project estimating and scheduling using tools and techniques to integrate lifecycle cost calculations and scheduling – determining required project tasks and milestones success.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	5	1	1
PMI-ACP®	0	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Explain the process and lifecycle stages for project estimating, including required information and estimation techniques
- Develop a Work Breakdown Structure (WBS)
- Estimate activity durations and resources
- Develop a project network diagram
- Identify methods of cost estimation

DESCRIPTION

The course provides an overview of the techniques used for determining project requirements and the schedule tasks needed to satisfy those requirements. Additionally, the course will address how to create interdependencies between tasks and how to set up internal and external schedule constraints.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	0	0
PMI-SP®	5	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Implement a *PMBOK® Guide* approach to project planning
- Define the Project Scope Management planning process
- Create a WBS
- Describe the Project Schedule Management Process
- Create network diagrams
- Define the Project Cost Management planning processes



Proven expertise in Enterprise Management, IT Services, Training, & Cybersecurity

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 DESCRIPTION

Gain a strong foundation of project management knowledge and how to effectively function as both a project manager and team member. Level of complexity and detail varies based on course length.

 LENGTH 1, 2, 3, or 5 Day

 DELIVERY  

 PDU CREDITS

PMI® Certifications 1d, 2d, 3d, 5d	WoW	PS	BA
PMP®/PGmP®	1.5, 3, 4.5, 14	3, 6, 9, 15	3, 6, 9, 6
PMI-RMP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-SP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-ACP®	0	3, 6, 9, 15	3, 6, 9, 6
PfMP®	0	3, 6, 9, 15	3, 6, 9, 6
PMI-PBA®	0	3, 6, 9, 15	3, 6, 9, 6

 OBJECTIVES

- Define project management and project management terminology
- Apply project management principles using the *PMBOK® Guide's* knowledge areas
- Define a project, program, and other ongoing operations, as well as the differences between each
- Discuss the role of the project manager
- Estimate and control the triple constraint (scope, time, and cost) of a project
- Create a project plan
- Develop and manage a project team
- Identify and manage project risks
- Perform project management duties effectively
- Contribute to project success as a team member
- Determine what factors result in a successful project

DESCRIPTION

Observe the advantages and disadvantages of working with various types of matrix organizations, incorporating leadership strategies. Learn to share specialized resources across projects with shared leadership between project management and functional management.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	0	3	4
PMI-RMP®	0	3	4
PMI-SP®	0	3	4
PMI-ACP®	0	3	4
PfMP®	0	3	4
PMI-PBA®	0	3	4

OBJECTIVES

- Examine the relevance and necessity for matrix organizations
- Define differences between functional and matrix organizations
- Examine relationships between organization structure and projects
- Describe several tools and techniques for working in a matrix organization successfully
- Outline skills emphasizing team collaboration, relationships, accountability, and shared systems and processes

DESCRIPTION

Prepare to pass the PMI® PMP credential exam through a rigorous project management review. This bootcamp style course is targeted for those participating in and leading projects. Participants will partake in active discussion and complete practice exam exercises in preparation for the exam. Our facilitators are experienced project managers, ready to guide and answer your questions with real-world examples and help you pass the exam the first time!

LENGTH 5 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	20	13	2
PMI-RMP®	5	13	2
PMI-SP®	5	13	2
PMI-ACP®	0	13	2
PfMP®	0	13	2
PMI-PBA®	0	13	2

OBJECTIVES

- Create a high-performing team, empowering team members and stakeholders
- Distinguish project manager, team member, and stakeholder roles
- Establish project goals and scope
- Determine appropriate project methodology and practices
- Integrate project planning activities
- Plan and manage scope, budget, schedule, resources, communication, and procurement
- Plan and manage quality of projects and deliverables
- Identify and manage project risks and issues
- Engage and manage project stakeholders
- Keep the team on track to enable project success
- Address and remove impediments and obstacles
- Manage and resolve conflict
- Leverage emotional intelligence to promote effective team performance
- Execute and evaluate project benefits and business value
- Evaluate and address internal and external business environment changes
- Support organizational change management
- Implement continuous process improvement

DESCRIPTION

Learn to measure project performance in relation to a project schedule. Identify key components, indicators, and process elements for evaluating project performance.

LENGTH 2 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	2	2	3
PMI-RMP®	0	2	3
PMI-SP®	0	2	3
PMI-ACP®	0	2	3
PfMP®	0	2	3
PMI-PBA®	0	2	3

OBJECTIVES

- Define performance management
- Monitor project performance management
- Track issue resolution
- Resolve conflicts by transparently sharing information
- Motivate workers/workgroups, revealing how their contributions support the big picture
- Align tasks with goals on individual and team-based levels
- Provide ongoing feedback and coaching
- Apply performance management to project tasks/team
- Apply earned value (EV) to project schedule and costs

DESCRIPTION

Address and identify project risks to develop, determine, and manage risk resolutions through concepts, tools, and techniques. Use project risk management methods to diminish problems before they arise.

LENGTH 1 Day

DELIVERY C V E

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3	2	2
PMI-RMP®	3	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Identify risk management within the project lifecycle
- Identify potential barriers when managing risks
- Develop a risk management plan
- Identify project risks
- Assess individual risk events and overall project risk using qualitative and quantitative approaches
- Plan effective risk responses from risk assessment results and capitalize on identified opportunities
- Manage/integrate risk responses into project schedules and estimates
- Monitor/integrate risk control with other project control processes

DESCRIPTION

Learn to effectively identify internal and external project stakeholders and ensure appropriate engagement throughout a project. Recognize the value of stakeholders, their roles, and overall project impact.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	3	2	2
PMI-RMP®	0	2	2
PMI-SP®	0	2	2
PMI-ACP®	0	2	2
PfMP®	0	2	2
PMI-PBA®	0	2	2

OBJECTIVES

- Define project stakeholder management
- Describe types of stakeholders and means of identifying them
- Create a stakeholder register
- Describe and develop a stakeholder engagement plan and its components
- Analyze stakeholders' levels of power, interest, and influence
- Describe multiple tools and techniques for communicating with stakeholders effectively

DESCRIPTION

Gain knowledge, skills, and techniques for developing an effective WBS for planning, executing, and controlling projects.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	0	1	1
PMI-ACP®	0	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Understand the value of an appropriately detailed WBS
- Develop a WBS detailing project requirements and scope
- Explain the relationship between requirements/scope and a WBS
- Determine whether to use a work focused or deliverables/product based WBS
- Decide the appropriate time to import a WBS into a project management scheduling tool
- Prepare a WBS Dictionary for subsequent and/or future projects

BUSINESS PROCESS MANAGEMENT COURSES

Unleash the true potential of your team through Business Process Management. BPM integrates a wide variety of best practices, ranging from project management and systems engineering, to help aide you to the most effective and efficient way to deliver your product or service.

Our BPM courses break down the strategies and methods to develop new processes as well as improving upon existing processes. No matter your industry, government, medical, or private, we can help guide you to business process success.

HOW DOES BPM HELP YOUR ORGANIZATION?

- Increases efficiency
- Implements repeatable processes for organizational success
- Streamlines & automates business tasks through workflows
- Empowers collaboration and agility

C Classroom/Instructor Led

V Virtual Instructor Led Training (VILT)

E eLearning

T Textbook/Course Book Available

Business Process Management

 DESCRIPTION

This course is geared towards introducing students to SIPOC (suppliers, inputs, processes, outputs, customers) which is an essential concept in business process management and improvement. Following an overview of the concept, students will be guided through a step-by-step hands-on exercise in mapping their processes with Microsoft Visio.

 LENGTH .5 Day

 DELIVERY 

✓ OBJECTIVES

- Describe SIPOC and its role in process improvement
- Apply SIPOC to current business processes
- Learn the essentials of Microsoft Visio
- Design and create Visio diagrams representing current business processes

 DESCRIPTION

This 4 hour course is dedicated to learning how to lead your team through a successful SIPOC workshop. Whether guiding team members through the creation of a new, mapping an existing, or improving upon a current process, we will discuss integral techniques such as brainstorming, requirements management, work breakdown structures, and quality monitoring.

 LENGTH .5 Day

 DELIVERY  

✓ OBJECTIVES

- Overview of Business Process Management (BPM) Concepts
- Defining SIPOC
- SIPOC Workshop Process and Techniques
- Hands-on Workshop Simulation

SYSTEMS ENGINEERING COURSES

Our Systems Engineering courses focus on the lifecycle design and management of complex systems. Systems Engineering courses are for participants who are either engineers or work closely with systems and software engineers. Project managers who work with systems engineers would benefit greatly from these courses, since the processes are fundamentally the same; although the systems engineering processes are not necessarily sequential.

The International Council on Systems Engineering (INCOSE) sets the industry standard for Systems Engineering principles and practices, enabling comprehension of successful systems. Our courses align with the INCOSE Systems Engineering Handbook (Fourth Edition) to prepare participants for certification exams and maintain current practices for certification holders.

INCOSE certification holders are eligible to earn Professional Development Units (PDUs) to stay current with changing technology, processes, and standards.

HOW DO I REPORT MY PDU?

- PDU forms on the INCOSE website (www.incose.org)
- 1 PDU for each hour of instruction
- Cybersecurity and project management certifications also allow for INCOSE PDU accrual

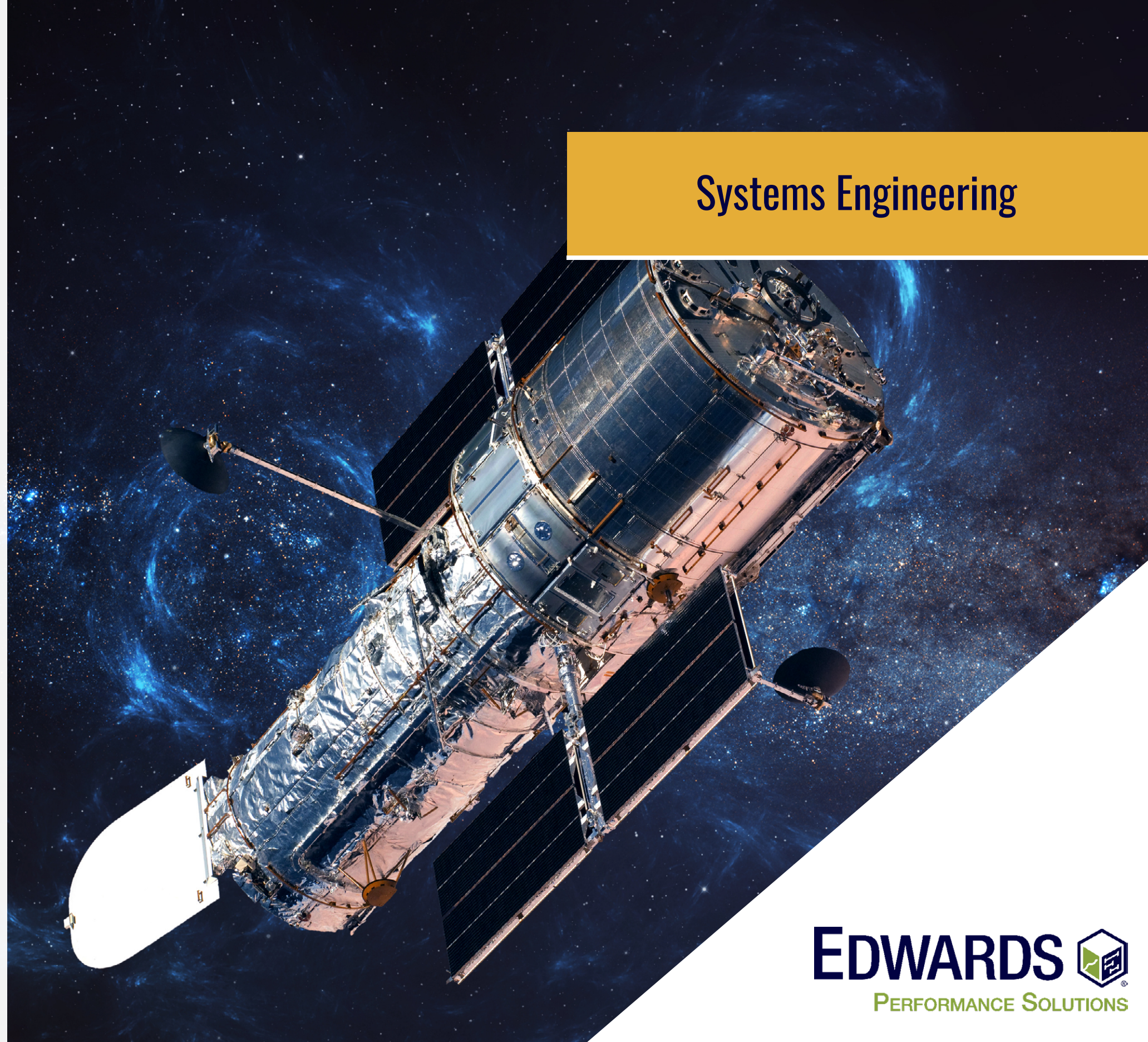
C Classroom/Instructor Led

V Virtual Instructor Led Training (VILT)

E eLearning

T Textbook/Course Book Available

Systems Engineering



DESCRIPTION

Gain insight on designing and delivering products quickly using the principles, values, and interactive practices of Agile development. Assign key development roles and discover scaling up Agile (i.e., SCRUM of SCRUMs, Scaled Agile Framework [SAFe]).

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	5	1	1
PMI-RMP®	0	1	1
PMI-SP®	0	1	1
PMI-ACP®	5	1	1
PfMP®	0	1	1
PMI-PBA®	0	1	1

OBJECTIVES

- Define Agile development principles
- Identify Agile methodologies
- Describe Agile team roles, processes, and ceremonies
- Demonstrate team working techniques and skills
- Develop stories
- Use estimating techniques to develop and evaluate level of effort (LOE)
- Apply techniques to measure, report, and adjust scope
- Demonstrate various methods of scaling Agile to the enterprise level

DESCRIPTION

Discover accounting and budgeting fundamentals, cost benefit and cost effective analysis, operations/ sustainment costs, and lifecycle cost estimation.

LENGTH 1 Day

DELIVERY C V

OBJECTIVES

- Explain the budget determination process
- Define cost estimation
- Apply cost estimation methods to determine project cost estimates
- Explain the value of cash flow concepts and interest factors
- Compare cost alternatives, using different analysis methods

DESCRIPTION

Learn an easy-to-apply, systematic process for making decisions using tools and techniques to make the best decision given the time and information available, using real-world examples from general management, systems engineering, and project management disciplines.

LENGTH 2 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4	4	6
PMI-RMP®	4	4	6
PMI-SP®	0	4	6
PMI-ACP®	5	4	6
PfMP®	0	4	6
PMI-PBA®	0	4	6

OBJECTIVES

- Recognize factors contributing to successful and unsuccessful decision making
- Explain the advantages and disadvantages of analytic and intuitive decision making
- Explain the importance of probability in decisions
- Apply a simple model for decision making
- Frame a decision problem correctly
- Utilize creative thinking techniques to generate alternatives
- Apply structuring techniques for deciding a course of action
- Structure and conduct a technical trade study
- Finalize and implement a decision solution

DESCRIPTION

Discover an introduction to common systems engineering models. Address processes of conceptual development, design, organization, and management of complex systems using system engineering models.

LENGTH 1 Day

DELIVERY C V

OBJECTIVES

- Define Systems Engineering
- Comprehend common Systems Engineering models
- Describe project (or system) lifecycles
- Explain Systems Engineering roles and responsibilities
- Comprehend Systems Engineering processes (e.g., ANSI 632, ISO 15288)

DESCRIPTION

Define project requirements and discover how solid requirements provide the basis for the entire project and systems engineering process. Participants will gain the ability to translate customer needs and priorities into an operational concept, developing them into traceable, functional, and system performance requirements.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	4.5	1.5	1.5
PMI-RMP®	4.5	1.5	1.5
PMI-SP®	0	1.5	1.5
PMI-ACP®	0	1.5	1.5
PfMP®	0	1.5	1.5
PMI-PBA®	0	1.5	1.5

DESCRIPTION

Apply services and service based architecture concepts, including the role of a service registry and repository, the two main types of interfaces provided by services, and the value of SBA governance.

LENGTH 1 Day

DELIVERY C V

OBJECTIVES

- Describe the foundations of Services Oriented Architecture (SOA)
- Develop a SOA reference knowledge base and vocabulary
- Describe IT architectures
- Create a context for the various models, levels, components, and protocols of SOA
- Define SOA Governance requirements and the related origination structures

 DESCRIPTION

Discuss the latest software architecture concepts and how to successfully implement them. Emphasis is placed on the importance of the mission context in which systems are designed, introducing participants to software architectures in real world settings.

 LENGTH 1 Day

 DELIVERY  

✓ OBJECTIVES

- Define software architecture and architectural design
- Make software architectural design decisions
- Describe and provide examples of varying software architectural patterns
- Distinguish between software architectural views and viewpoints
- Describe and provide examples of varying software application architectures
- Define the characteristics of Open System Architecture (OSA)

 DESCRIPTION

Discover the essentials of change management, configuration management, and release management. Implement processes and gain technical skills essential to establishing appropriate and effective project controls to manage configurations.

 LENGTH 1 Day

 DELIVERY  

✓ OBJECTIVES

- Implement effective and appropriate controls to manage configurations and changes
- Construct a configuration management plan
- Choose software items to control through Configuration Identification
- Describe the software release processes used by various development methodologies
- Apply CM to software release cycles

 DESCRIPTION

Grasp software engineering concepts, methods, and best practices to improve and achieve successful system engineering.

 LENGTH 1 Day

 DELIVERY  

 OBJECTIVES

- Evaluate current software engineering practices and methods
- Describe the responsibilities of software engineers
- Describe key aspects of current software engineering technologies
- Identify and select relevant software development best practices and apply to real-world projects
- Identify ways to work effectively as a Systems Engineer and a member of a software development team

 DESCRIPTION

Gain knowledge on software testing principles and fundamental test processes, subsequently developing an effective test plan.

 LENGTH 1 Day

 DELIVERY  

 OBJECTIVES

- Describe the purpose and features of various software testing methods
- Describe the software testing lifecycle and its artifacts
- Describe the differences between the levels of software testing
- Describe software testing techniques and their appropriate use

DESCRIPTION

Learn about the systems engineering architecting process and the systems architecture/synthesis of large, complex systems. Explore the systems architecting process and its role in the systems engineering process using a hands-on, how to application through design project and/or case studies.

LENGTH 1 Day

DELIVERY

OBJECTIVES

- Describe the Department of Defense Architectural Framework (DoDAF)
- Define the Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4ISR) architecture framework
- Implement the Zachman Framework
- Explain the ISO 42010 standard for systems architecture description
- Describe some architecting best practices and techniques

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 DESCRIPTION

Discover the links between hardware and software system elements, as well as external systems' interfaces.

 LENGTH 1 Day

 DELIVERY  

 OBJECTIVES

- Identify the process framework required to realize specified system elements
- Integrate elements to ensure the system fulfills its specified requirements, characteristics, and mission
- Introduce Agile development methodologies, principles, and characteristics

 DESCRIPTION

Learn System of Systems (SoS) concepts through techniques and technologies, including evolving SoS', interoperability, governance, and acquisition.

 LENGTH 1 Day

 DELIVERY  

 OBJECTIVES

- Describe systems of systems and how they differ from normal systems
- Identify key features of a system of systems
- Identify different methods to architect systems of systems
- Acquire practical tools to integrate systems of systems
- Improve skills working within disjoint teams developing systems of systems
- Effectively test and evaluate systems of systems

 DESCRIPTION

Explore system architecture development, common support concepts, and the impact of supply chain design supportability to meet user reliability and maintainability concerns.

 LENGTH 1 Day

 DELIVERY  

✓ OBJECTIVES

- Apply reliability, maintainability, and supportability concerns into the system design and development process
- Identify and utilize relevant methods, tools, and techniques used to define the reliability, maintainability, and supportability of a system
- Discover reliability prediction methods
- Explain the DoD lifecycle approach

 DESCRIPTION

Address theoretical and practical aspects of requirements development and management using analysis methods and techniques. Participants will learn to set requirements development schedules and evaluate/manage risk in requirements.

 LENGTH 2 Day

 DELIVERY  

✓ OBJECTIVES

- Identify eliciting, verifying, and validating stakeholder needs, all within the larger Systems Engineering process
- Identify requirements types
- Apply management requirements and traceability to effectively evaluate and implement requirements changes

LEADERSHIP COURSES

Leadership courses provide both new and seasoned leaders the opportunity to enhance their skills. Our Leadership courses employ best practices for developing organizations, teams, and people; apply communication skills to enhance leader effectiveness and team performance; and identify strategies to drive organizational performance.

To be successful within today's industries, organizations cannot survive solely on effective management skills. Our Leadership courses complement our management courses and promote a balance between management and leadership. Management expertise combined with soft skills is a critical component of successful leadership. By teaching managers how to manage effectively, we ensure future leaders are better equipped for their roles.

Developing leadership skills is now a key focus for PMI. As such, our Leadership courses offer Professional Development Units (PDUs) in the Leadership category of the PMI Talent Triangle.

WHAT DEFINES AN EFFECTIVE LEADER?

- Promotes high performance
- Builds and maintains effective relationships and interpersonal skills
- Motivates team members
- Provides coaching and mentoring
- Encourages active listening
- Ensures accountability

C Classroom/Instructor Led

V Virtual Instructor Led Training (VILT)

E eLearning

T Textbook/Course Book Available

Leadership

DESCRIPTION

Learn and apply the skills to become a strong leader, incorporating emotional intelligence and a variety of leadership styles.

LENGTH .5 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	0	4	0
PMI-RMP®	0	0	0
PMI-SP®	0	0	0
PMI-ACP®	0	0	0
PfMP®	0	0	0
PMI-PBA®	0	0	0

OBJECTIVES

- Define Emotional Intelligence (EI) and describe its importance in the workplace
- Define leadership
- Describe how effective leadership empowers you, peers, employees, and organizational success
- Distinguish characteristics between a manager and a leader
- Apply strategies to grow healthy leadership habits
- Foster a culture where employees understand their value and choose to stay
- Define motivation and how it can support engaged and dedicated employees

DESCRIPTION

Discover what it takes to become an effective leader by enhancing skills in communication, emotional intelligence, and team building – driving teams to peak performance.

LENGTH 1 Day

DELIVERY C V

PDU CREDITS

PMI® Certifications	WoW	PS	BA
PMP®/PGmP®	0	8	0
PMI-RMP®	0	8	0
PMI-SP®	0	8	0
PMI-ACP®	0	8	0
PfMP®	0	8	0
PMI-PBA®	0	8	0

OBJECTIVES

- Define leadership
- Summarize commonly accepted leadership models, principles, concepts, and definitions
- Apply communication skills and techniques to enhance leader effectiveness and team performance
- Execute strategies for managing challenges faced by leaders
- Employ best practices for developing organizations, teams, and people
- Describe the impact of culture on organizational success
- Identify strategies for driving performance
- Apply techniques to maximize the value of networking and making connections
- Create a leadership action plan

Leading Virtual and Hybrid Teams

DESCRIPTION

Form a foundation of techniques and best practices for leading virtual and hybrid teams to overcome challenges and succeed.

LENGTH .5 Day

DELIVERY

OBJECTIVES

- Discuss virtual team challenges and opportunities
- Determine if team expectations need modification
- Plan the best way to communicate expectations to your team
- Share best practices for supporting a thriving, reliable team
- Address hybrid work groups
- Remediate issues with disconnected or struggling employees
- Implement solutions to keep your team ready for success whether remote or in the office



Cyber – A Critical Business Strategy

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CYBERSECURITY COURSES

Today's technology-driven world makes cybersecurity vulnerabilities inevitable. And, with evolving threat environments and changing compliance requirements, organizations must be aware of cyber's business impacts. Cybersecurity is a business risk, not just an IT problem.

Our Cybersecurity courses are designed for current cybersecurity or IT professionals, as well as participants looking for a deeper understanding of how cybersecurity is used to meet and secure business goals.

We are a trusted advisor for dozens of organizations, delivering effective, actionable solutions. Edwards has a dedicated full-time Cybersecurity Team that includes compliance assessors versed in multiple frameworks, as well as continuous vulnerability scanners and penetration testers. We organize your remediation items into actionable, prioritized projects – enabling you to effectively advance your security posture.

Edwards is also well versed in the Cybersecurity Maturity Model Certification (CMMC) 2.0, and the only organization supporting the entire ecosystem (C3PAO, RPO, LPP, and LTP).

WHY IS CYBER A BUSINESS IMPERATIVE?

- Cyber criminals do not discriminate – they pursue vulnerabilities
- Most security attacks are not targeted
- Methods of attack continue to improve
- Your systems could be used to breach business assets, including customer information

C Classroom/Instructor Led

V Virtual Instructor Led Training (VILT)

E eLearning

T Textbook/Course Book Available

Cybersecurity

WHAT IS THE CYBERSECURITY MATURITY MODEL CERTIFICATION (CMMC)?

The Cybersecurity Maturity Model Certification (CMMC 2.0) is a unified standard for implementing cybersecurity across the defense industrial base. While the CMMC standard was created for the Defense Supply Chain, there are many other government agencies and allies of the United States interested in using CMMC.

The standard is overseen by The Cyber AB. The Cyber AB establishes and oversees a qualified, trained, and high-fidelity community of consultants and assessors who can deliver consistent and informative assessments to participating organizations against a defined set of controls/best practices within the CMMC Program. The CMMC 2.0 Model itself is created and managed by The Cyber AB and the DoD.

Edwards is here to ensure these new requirements don't disrupt your business. Our team of cybersecurity experts bring extensive knowledge and experience in assessing and interpreting standards, guidelines, and best practices to improve cybersecurity programs. This expertise coupled with our successful T&D capability makes for dynamic training solutions.

Edwards is recognized as a CMMC Licensed Partner Publisher (LPP), and Licensed Training Provider (LTP). As a certified LPP and LTP, we create and provide other LTPs associated Certified Instructors with materials to facilitate training for Registered Providers, Certified Professionals, and Certified Assessor applicants, as well as Organizations Seeking Certification (OSCs).

Our CMMC courses include The Cyber AB training, as well as CMMC topics all developed by Edwards' SMEs. Approved courses are designated by the LPP and LTP seal.



CMMC QUICK FACTS

- CMMC draws from NIST standards, the DoD, and the international security community
- One size does not fit all – different levels of security are necessary, depending on the contracts and sensitivity of the data involved
- CMMC Level 2 requires a third-party assessment in lieu of self-certification



DESCRIPTION

For the busy executive that needs a high-level overview of what CMMC means to your organization. This virtual instructor-led course is the first half of our "CMMC Fundamentals" full-day course, focusing on the CMMC ecosystem, and the reasoning behind all organizations in the DIB sector needing to obtain a certified level of cybersecurity maturity in order to bid on DoD contracts. Geared towards organizations that will seek certification, it examines the CMMC-prescribed cybersecurity practices, their potential impact on your organization and the resources needed to successfully implement, as well as a brief walkthrough of the assessment process. Instructors will take live Q&A, ensuring you walk away well-armed with what CMMC will mean for your growth in the DIB sector.

LENGTH .5 Day

DELIVERY C V

OBJECTIVES

- Articulate the importance of the CMMC Model to a business
- Explain how the CMMC Model impacts organizations
- Define the CMMC Model
- Identify an organization's expected CMMC Model level, stakeholders, and path to certification

DESCRIPTION

This is a full day (8 hour) training, geared towards organizations seeking certification, is an expansion of the CMMC – Executive Overview course. Beyond an overview, however, this course explores how an organization can prepare itself for a CMMC audit by preparing necessary documentation, plans, and policies, identify and inform organizational stakeholders involved in the audit, and outline generally how assessors will conduct their audit. Instructors will take live Q&A, ensuring you walk away well-armed with what CMMC will mean for your growth in the DIB sector.

LENGTH 1 Day

DELIVERY C V

OBJECTIVES

- Articulate the importance of the CMMC Model to a business
- Explain how the CMMC Model impacts organizations
- Define the CMMC Model
- Identify an organization’s expected CMMC Model level, stakeholders, and path to certification
- Define DoD’s proper handling of FCI, CUI, CTI, and ECI
- Provide an overview of processes and practices required for each maturity level
- Describe what CMMC Assessors will expect for each Maturity Certification Level
- Outline best next steps to take to prepare for an assessment

DESCRIPTION

This 5-day CCP course covers the foundational required curriculum along with Level 2 scoping and the full 110 practices. This class is integral to an individual who is a valuable resource to a consultancy providing CMMC preparation, to a C3PAO providing certified assessor support, or to an organization interested in having in-house CMMC trained resources.
Learn more and [sign up via our training portal](#).

LENGTH 5 Day

DELIVERY C V E T

OBJECTIVES

- Demonstrate an understanding of the CMMC Assessment Process (CAP) Documentation to assist in representing or preparing an organization for formal assessment by a C3PAO
- Understand key CMMC historical building blocks and applicable DIB regulatory obligations
- Apply concepts around identifying, handling, marking, storing, labeling, and safeguarding FCI and CUI according to NARA and NIST 800-171
- Understand Level 1 and Level 2 Scoping criteria according to the CMMC 2.0 Documentation
- Demonstrate an understanding of the correlation of NIST 800-171 controls across all domains and all 110 practices
- Describe and compare roles and responsibilities of organizations and individuals across the CMMC-AB ecosystem
- Define, understand, and implement methods to fulfil NIST 800-171 Assessment Objectives within each control according to CMMC 2.0 Documentation
- Identify legal obligations and ethical considerations of any CMMC-AB credentialed, registered, or certified professionals
- Understand all aspects and management of conflicts with the Code of Professional Conduct (CoPC)



DESCRIPTION

This course provides in-depth knowledge of the CMMC Model and the technical background required for an Assessor to successfully participate on a C3PAO assessment team, or a consultant to successfully prepare an organization for their Level 2 CMMC Assessment. In this 5-day deep dive of the CMMC model, we navigate multiple company scenarios to demonstrate the application of the NIST 800-171 Framework/ CMMC controls, relevant assessment objectives, and evidence requirements pertaining to the CMMC Certified Assessor (CCA) learning objectives. This course is taught using multiple scenario OSC environments varying in size, locations, and on-prem vs. hybrid systems.

Students will receive in-depth technical and administrative perspectives from The Cyber AB Provisional Instructors who are also Provisional Assessors currently working through NIST SP 800-171 assessments. After completing the course, students will be eligible to sit for the CCA exam.

Learn more and [sign up via our training portal](#).

LENGTH 5 Day

DELIVERY C V T

OBJECTIVES

- Learn how to perform, manage, and score assessment objectives in accordance with the established methods and requirements of NIST SP 800-171 DoD Assessment Methodology, Version 1.2.1
- Participate in the CMMC Assessment Process throughout each phase, with a thorough understanding of assessment outputs and expectations
- Determine Level 2 scoping boundaries and asset categorization
- Understand varying environmental and infrastructure factors and their associated impact on assessments



DESCRIPTION

Help your organization create a strategy to update and improve its cybersecurity program. Develop a cybersecurity plan of action, incorporating NIST Cybersecurity Framework elements and NIST standards into your existing infrastructure.

LENGTH 2 Day

DELIVERY C

OBJECTIVES

- Leverage the NIST Cybersecurity Framework to support organizational cybersecurity needs
- Determine organizational cybersecurity plan of action

10980 Grantchester Way
Suite 300
Columbia, MD 21044
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