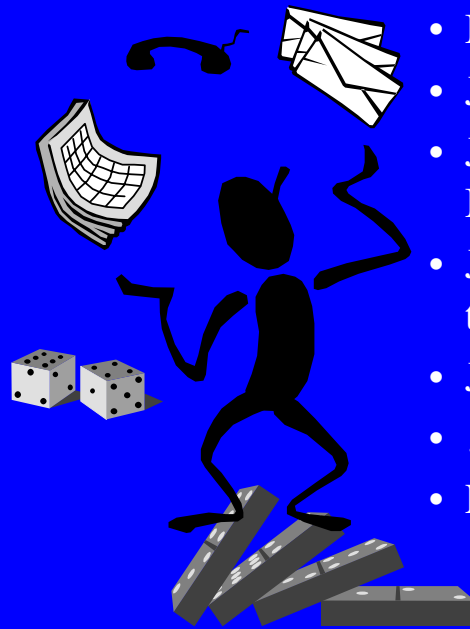


A Project Manager Development Program: The First Step To Successful Projects

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PMI - Westchester NY Chapter
April 10, 2003



- Meet Joe
- Joe was “promoted”
- Joe is a Program Manager
- Joe was a GREAT technical contributor
- Joe had his ups
-and downs.....
- Lesson

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Outline

- **Background**
- Method
- Results
- Project Manager Development Program
- Conclusions

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Background

Parts of this presentation and research originally presented and published at the

2002 American Society for Engineering Management National Conference.

October 2-5, 2002

Tampa, Florida.

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Background

- Experience
 - Congratulations you're "Promoted"
 - OtJ Training
 - Surviving as a Project Manager
 - Different skills
 - Requires significant training (re-training)

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Background

- 1995 - "only about 50% of project managers had any type of management training prior to taking on their management responsibilities" ¹
- 1999 - "only 12.4 percent had any kind of certification or registration in project management" ²

1. Tippet, Donald D., and James F. Peters, "Team Building and Project Management: How Are We Doing," *Project Management Journal*, Vol. 26, No. 4 (December 1995), pp. 29-37.

2. Crawford, L., Gaynor, F. "Assessing and Developing Project Manager Competence," *Proceedings of the 30th Annual Project Management Institute 1999 Seminars and Symposium*, Philadelphia, PA (October 10-16,

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1999).

Background

- Advertising Trends
 - 0 to PMP® in x days
 - Become a Project Manager - Online
 - Project Manager Boot Camp
- Far from comprehensive programs
- Tendency towards the quick fix

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Background

- Responsibility
 - Employee
 - Employer
- Training Does Pay
 - But what training?
 - How does one choose?
 - What is right for organization and employee?



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Outline

- Background
- **Method**
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- Development Program
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Method

- Three Approaches:
 - Review of Graduate Programs and Certificate Programs
 - Company Benchmarking
 - Survey of Practitioners

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Outline

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Results

- Graduate Programs
 - Master of Science in Project Management
 - Project Management elements in EM, MOT, MBA
- Pros
 - Thorough
 - Standards
 - Many choices
- Cons
 - Accessibility
 - Beyond need?
 - Hard to customize

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Results

- Certificate vs. Certification vs. Certificate Programs
 - Certificate
 - specific, i.e. software tools only
 - Certification
 - Broad such as the PMI PMP®
 - Certificate Programs
 - Multiple courses
 - Warning: Due diligence required

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Results

- Certificate Programs
 - Hurdles
 - Multiple topics covering the G-PMBOK® nine knowledge areas
 - Practice
 - Multiple Public Locations + Web + On-site + Custom
 - Global
- Pros
 - Accessible
 - Good topic range
 - Many choices
 - Easier to customize
- Cons
 - Not as thorough
 - Standards

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Results

- Company Benchmarking
 - Ten major technology organizations
 - One had an internal program with PMI certification required
 - One had a program around an external certificate program
 - Two recommended PMI certification
 - Remaining aligned with Lueders and Kotnour (2001, ASEM):
 - Hodgepodge of coursework

Lueders, Kathy, and Tim Kotnour, "Integrating a Project Manager's Development with the Delivery of Projects," *Proceedings from the 2001 ASEM National Conference*, Huntsville AL (October 11-13, 2001) pp. 37-41.

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Results

- Survey
 - Web-based
 - 510 people
 - Accounting for "bounces" sample size was 330
 - Professionals, PMI members, Students, Conference Attendees, ...
 - 37% Response Rate (123 valid returns)

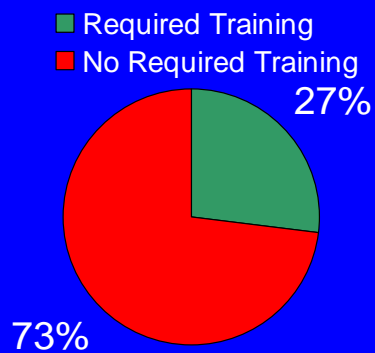
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Results

- Survey

- Only 26.8% had “some” company required training hours per year

- “some” ?



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Results

- Survey

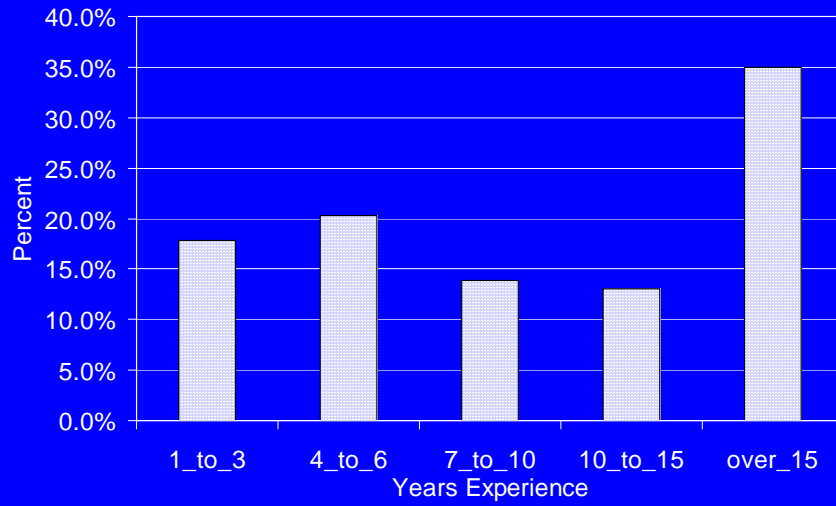
- Only 15% noted that their company awarded some type of certification

- 53% noted their organization had a career path for project management!

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Results

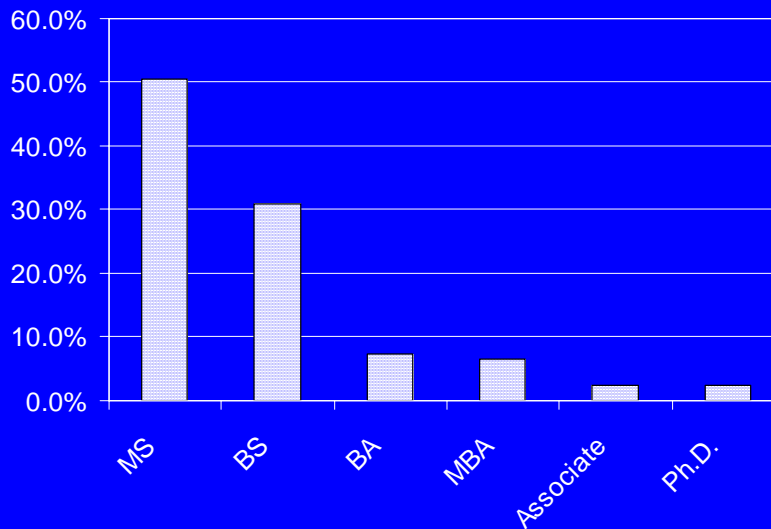
Percent Response for Years of Project Management Experience



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Results

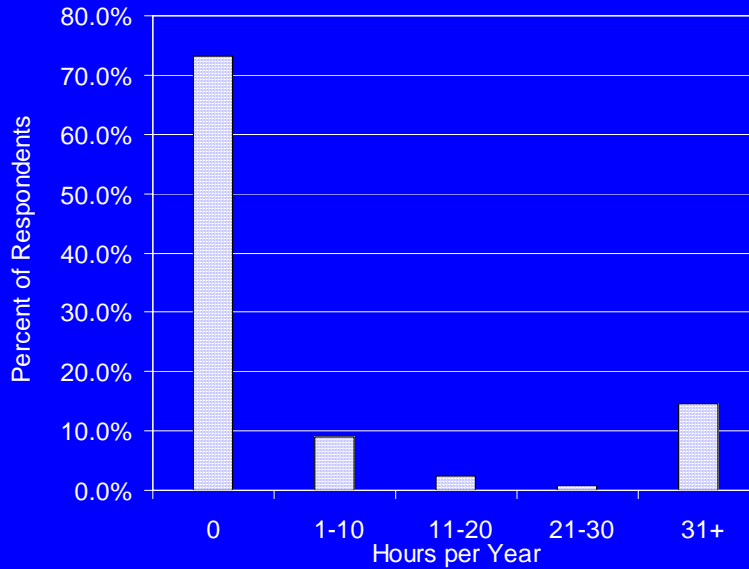
Percent Response for Highest Degree Obtained



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Results

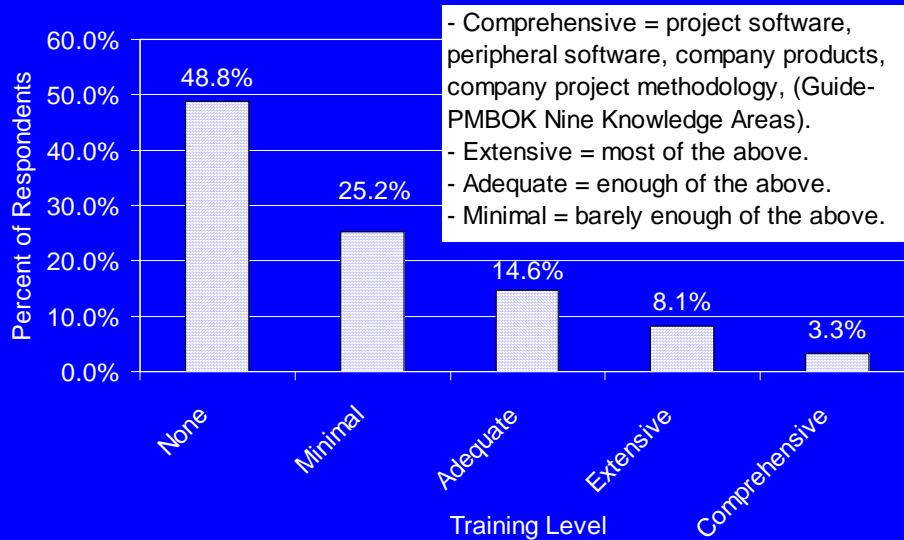
Percent Responses Indicating Required Training Hours



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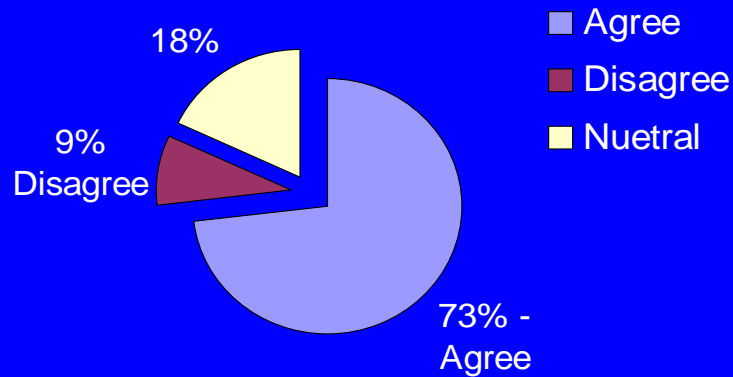
Results

Percent Responses Indicating Company Training Curriculum



Results

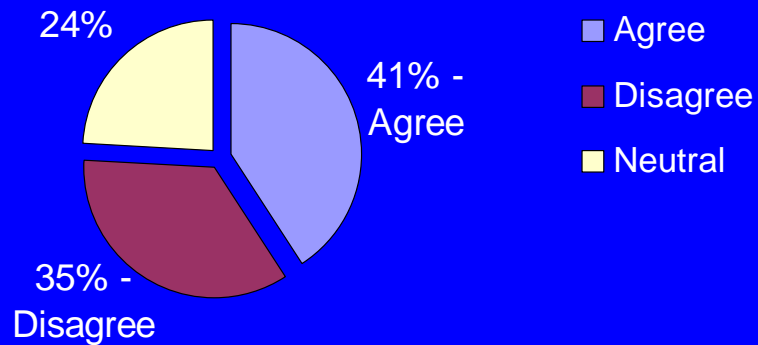
“Training has prepared me for my role as a project manager, program manager or team leader”



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Results

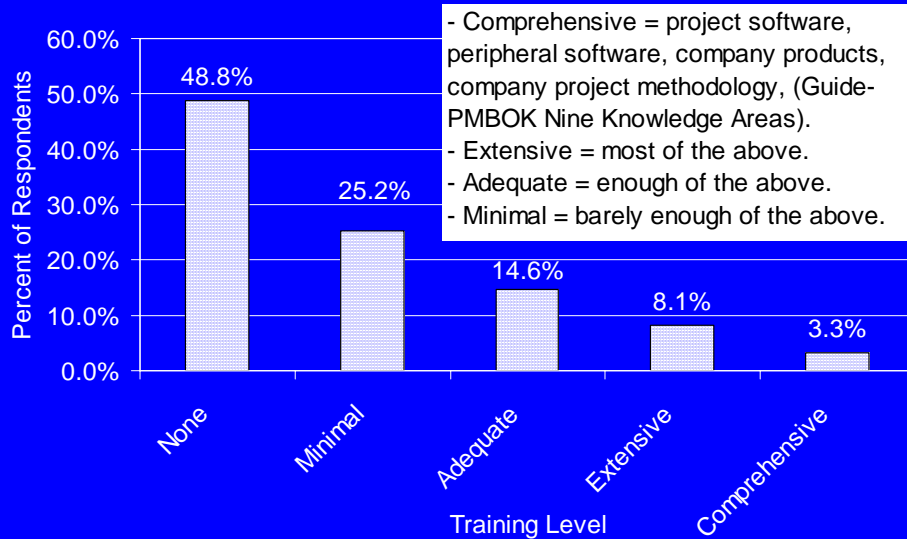
“My organization adequately trains me for my role as a project manager, program manager or team leader”



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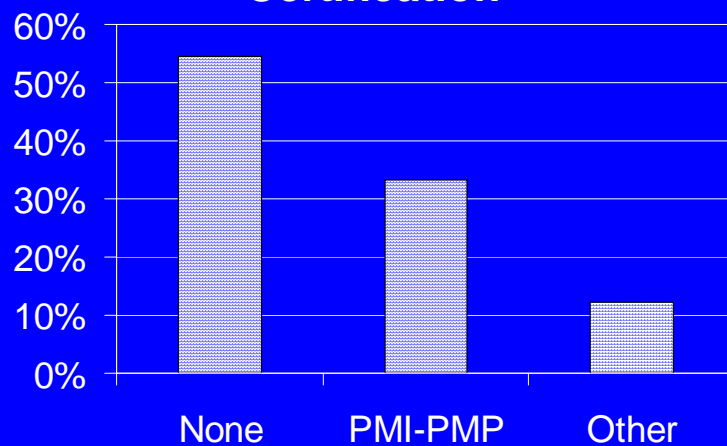
Results

Percent Responses Indicating Company Training Curriculum



Results

Certification



Results

- Training
 - 1995 - 50%
 - 2002 - 51.2%
- Certification
 - 1999: 12.4%
 - 2002 : 46%

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Survey Summary

- Lots of Experience
- Have's and Have Nots
- Mixed feeling on preparedness
- Certification on the rise
- No consistent approach
- Comments were “training was OtJ”

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Outline

- Background
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- **Project Manager Development Program**
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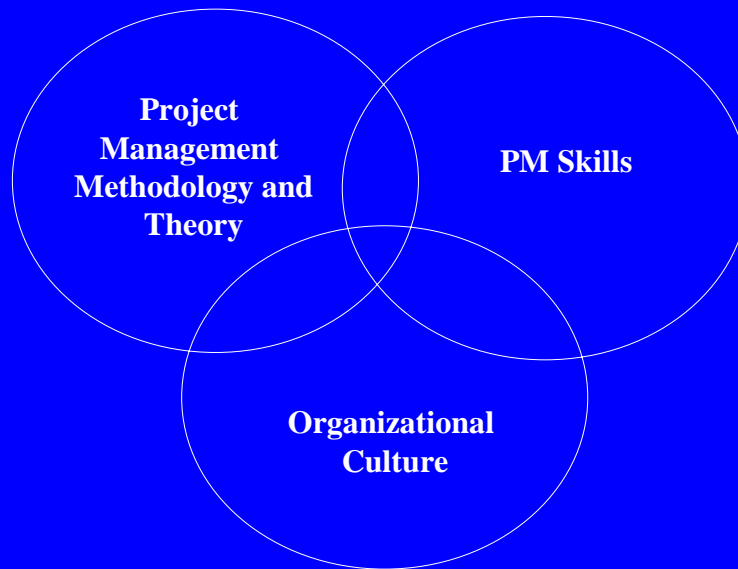
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Development Program Model

- Created from:
 - Review of existing programs
 - Benchmarking
 - Survey
 - Organizational Assessment
 - Strategy
 - Structure
 - Culture
- One example, ever evolving

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Development Program Model



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Development Program Model



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Development Program Model



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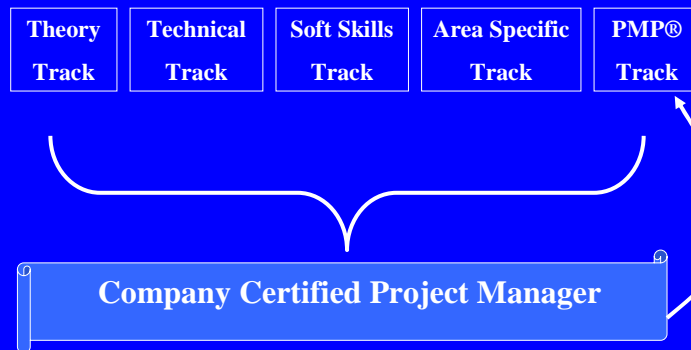
Development Program Model



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Five-Track Project Manager Development Program

Vision: Achieve Project Management Professionalism and Excellence with Measurable Results



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Development Program Model

- Theory Track
 - Common Courses (3 days)
 - Graduate Courses or Certificate Program
 - Flexibility
 - Different Motivations

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Development Program Model

- Theory Track - Graduate Courses
 - Project Plan Development
 - Organization, Management, and Leadership
 - Project Cost Management
 - Risk Management
 - Financial Management
 - Mathematics and Statistics
 - Legal and Ethical Issues
 - Conflict Management

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Development Program Model

- Theory Track - Certificate Courses
 - Project Management
 - Risk Management
 - Scheduling and Cost Control
 - Negotiation Skills for Project Managers
 - Project Leadership, Management, and Communications
 - Cost-Estimating
 - Contracting
 - Quality Management

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Development Program Model

- Technical Track (Software Courses)
 - Project Scheduling - Belt Training
 - Web-editing
 - Financial
 - Database
 - Statistical / Quality

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Development Program Model

- Soft Skills Track - Five Required
 - 7-Habits of Highly Effective People[®] (Franklin Covey)
 - First Things First[®] (Franklin Covey)
 - Systems Thinking
 - Team Leader Training
 - Leading Teams
 - Human Dynamics
 - Conflict Management
- Over 25 available courses

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Development Program Model

- Area Specific Track
 - Business Unit Training
 - Process, Product, Package, Finance, HR, IT, Multi-Functional Methodologies
 - Links technology strategy to business strategy
 - Certification from this track by department

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Development Program Model

- PMP® Track
 - From PMI
 - External Element
 - Independent Assessment
 - Continuous Improvement and Learning
 - Elective courses from track curriculum
 - Allows for flexible training and specialty building

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Development Program Model

- Company Certification
 - Certification level tied to career path progression
 - Reward given as appreciation from company
 - Must maintain PMP®



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Development Program

- Selection
 - Recommendations from management
- Costs and Time
 - Depends on prior coursework
 - Cost: Range \$8,000 - \$25,000 per person
 - Time: One year to three years

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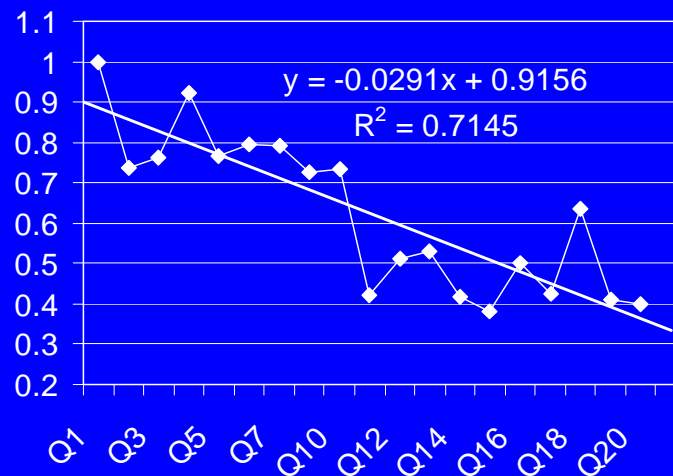
Development Program Results

- Cycle Time
- OSD
- Methodology Maturity
- Manager Development
- Model for Other Disciplines

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Development Program Results

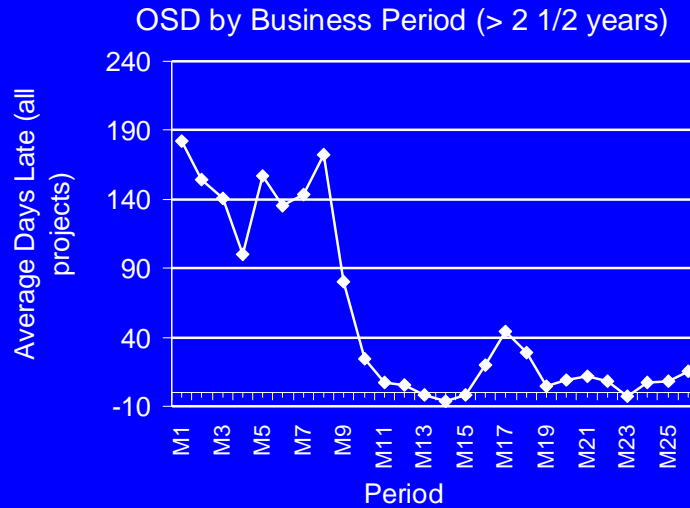
- Cycle Time - Avg. 90 Day Goal



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Development Program Results

- OSD = On Schedule Delivery



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Development Program Results

- Methodology Maturity
 - Trained project managers
 - Increased knowledge
 - Increased risk management, scope management, cost management

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Development Program Results

- Manager Development
- Model for Other Disciplines
 - Product Engineer Tracks
 - Design Engineer Tracks
 - Track Transfer

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Outline

- Background
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- **Conclusions**

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Conclusions

- Reviewed Current PM Training
- Data from practitioners
- Five-Track Development Program:
 - Theory
 - Software
 - Soft Skills
 - Organizational Methodologies
 - Continuous Learning and Improvement
- Improved project results
- Develops organizational leaders

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