

# Project Management Training Program

## **PROJECT MANAGEMENT TRAINING PROGRAM**

# Project Management Training Program

## Revision History

REV	DESCRIPTION	DATE	APPROVED

# Project Management Training Program

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## **SECTION 1 – EDUCATION AND TRAINING PLAN**

### **1.1 POLICY STATEMENT**

This plan implements the policy of the <Organization Name> that “each operating function is responsible for identifying employee training and development needs within its operation to ensure that employees possess or maintain the needed skills to perform their assignments.”

### **1.2 PURPOSE AND OBJECTIVES**

The purpose of this document is to describe the project management training program (PMT) for <Organization Name>. The objective of this plan is to ensure that all project personnel are properly trained in the use of project management best practices.

### **1.3 SCOPE**

This training plan applies to all personnel of <Organization Name>. The training plan applies to project management training only and does not include general, non-specialist training. The PMTP also assumes that the minimal requirements identified by the enterprise-wide project management office (EPMO) for each job title are satisfied.

### **1.4 TRAINING GOALS**

The organizational education and training goals for the PMTP are defined in Table 1. Table 1 provides some guidelines for developing project management training courses that address objectives for four audience categories of personnel: general population, project team members, project managers, and department managers.

- *Business objectives* training outcomes that influence institutionalized project management best practices enterprise-wide.
- *Performance goals* training outcomes that can improve organizational performance.
- *Competency goals* training outcomes that can improve individual performance.
- *Knowledge goals* training outcomes that quantifiably improve individual knowledge of the subject.
- *Skill goals* training outcomes that increase individual proficiency in using a process or tool.
- *Attitude Goals* training outcomes that support project management best practices as a core competency.

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Table 1-1 – Education and Training Goals

<i>General Population</i>	<i>PROJECT MANAGEMENT ROLES</i>		
	<i>Project Team Members</i>	<i>Project Managers</i>	<i>Department Managers</i>
<i>BUSINESS OBJECTIVES GOALS</i>			
Obtain enterprise-wide support to establish project management best practices as a core competency.	Obtain enterprise-wide support a consistent use of project management best practices as a core competency.	PMP® Certification of all Project Managers.  Ensure all projects are managed using project management best practices utilizing a common project management methodology.	Ensure corporate strategic planning goals and objectives are achieved through effective use of project management best practices.
<i>PERFORMANCE GOALS</i>			
Establish general knowledge of the project management standard.	Institute a consistent use of the project management methodology.	Ensure a consistent use of the methodology to manage projects.	Proactively support the use of standards on all projects.
<i>COMPETENCY GOALS</i>			
Establish the consistent use of project management best practices to manage work.	Demonstrate effective application of the methodology to manage projects.	Demonstrate the ability to consistently complete projects by applying the standards effectively.	Ensure all projects are managed effectively utilizing the standard methodology.
<i>KNOWLEDGE GOALS</i>			
Establish enterprise-wide familiarity with project management terms and acronyms.	Achieve practical knowledge of the .	Demonstration of a working knowledge of proper application of processes to manage projects.	Demonstration of a working knowledge of proper application of processes to manage projects.
<i>SKILLS GOALS</i>			
Exhibit a basic capability of the project management processes.	Confirmed ability to effectively apply project management processes contained within.	Verified ability to effectively lead others in the application of processes.	Demonstrated ability to effectively support and enforce the application of project management processes contained within the standard methodology.
<i>ATTITUDE GOALS</i>			
Acceptance of management's goal to establish project management practices as a core competency across the organization.	Verifiable desire to effectively apply project management practices at a core competency level.	Confirmed desire to effectively apply project management practices at a core competency level.	Visible support and encouragement of the adoption of project management as core competency organization goal to achieve.

## 1.5 TRAINING PROGRAM PLAN OVERVIEW

The PMTP is defined and detailed in this document in four sections with the courses listed in Section 2, Table 2-4.

### 1.5.1 Section 1 - Training Program Strategy

The PMTP plan identifies the strategy for creating the training courses that are required by project personnel. The plan describes the process for identifying training needs and skills for those individuals, and the responsibilities for executing this training plan. The objective of this plan is the development of the training courses to achieve the training goals of the four project management roles as defined in Table 1-1.

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## 1.5.2 Section 2 – Project Management Competency Development

This section provides a model that defines the project management competency requirements for the various project management roles within <Organization Name>. Establishing competency requirements provides the foundation for developing the courses required in an effective training program. Use Template number TMP-16 and 17 found on the authors website at [www.dlballc.com](http://www.dlballc.com).

## 1.5.3 Section 3 - Training Program Course Directory

The PMTP course directory contains an itemized list in of the courses that satisfy the education and training goals defined in Table 3-1. The courses are categorized into six groupings:

- Core competency training
- Skills training
- Organization training
- Process training
- Tools training
- Project orientation training

## 1.5.4 Section 4 – Training Course Synopsis

A synopsis of each training course is contained in this section with the following content:

- Purpose
- Knowledge objectives
- Learning objectives
- Assessment method
- Prerequisites
- Topics covered
- Course length
- References
- Logistics
- Class size
- Facilities & equipment
- Course materials

## 1.6 Associated Project Management Documents

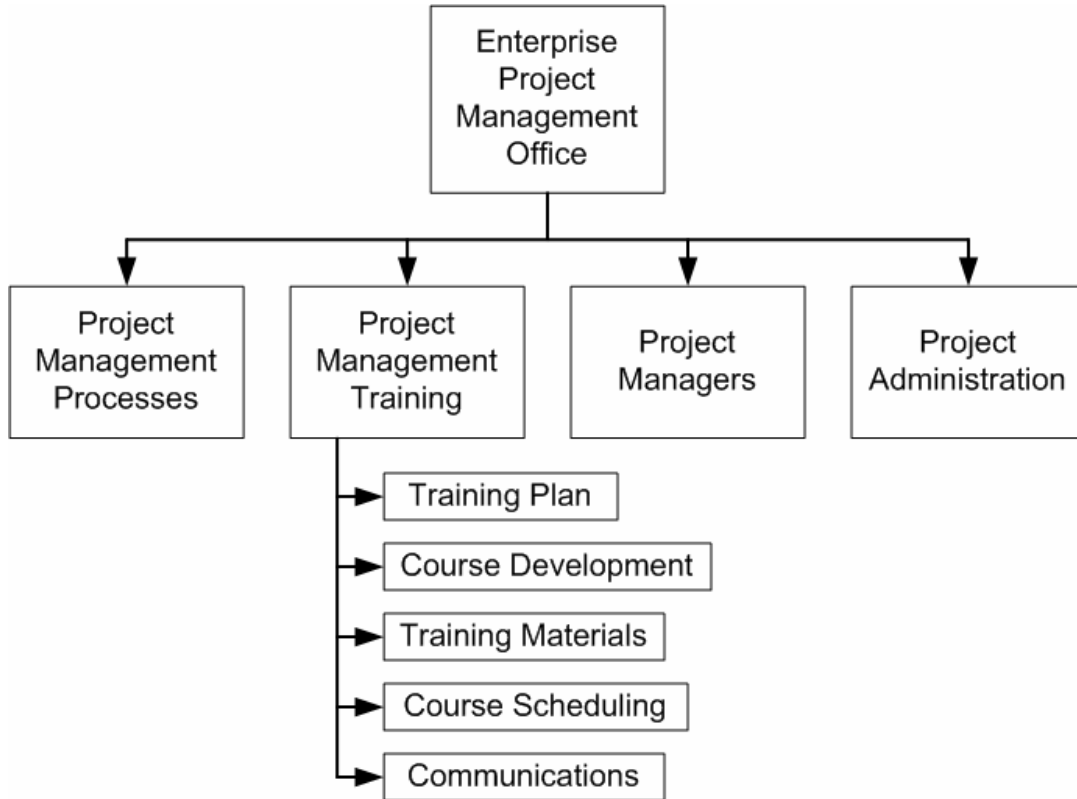
The project management training program is intended to support and expand on the knowledge contained in the project management handbooks listed in the project management standard methodology. Individual departments are responsible for the use of the process handbooks that apply to their skill-area. The department manager in each skill-area shall coordinate training and orientation of handbooks with their subordinates.

## 1.7 Organization Structure

The enterprise-wide project management office (EPMO) provides the organization structure for managing all aspects of project management development and implementation within <Organization Name> including the PMTP as shown in Figure 1-1.

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Figure 1-1 – Project Management Training Program Organizational Structure



## 1.8 Organization Structure Training Program Responsibilities

### 1.8.1 Project Management Training Program

The <Organization Name> management team has review and approval responsibility for the PMTP Plan. Table 3 - Responsibility Matrix contains a list of additional roles with additional responsibilities assigned. The EPMO has responsibility for developing and managing the executing of the PMTP.

### 1.8.2 Individual Training Plans for New Employees

Department managers are responsible to assess skills of all new employees against requirements of the PMTP and to prepare and implement an individual training plan for each employee for the first year of employment.

### 1.8.3 Individual Training Plans for Established Employees

- a. The process for identifying skill deficiencies and establishing a training plan for established employees is usually accomplished using the annual performance appraisal process. This process solicits input regarding employee performance from project development teams on which the employee participated. It also takes into account the perceptions of the employee regarding skill deficiencies.



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- b. Changes in technology or introduction of new or updated design tools may necessitate training for individuals that is done outside the annual appraisal process. This training is the responsibility of the department manager with input from the employees.
- c. The department manager is responsible to identify in the employee's training plan the specific training method that best meets the needs of the employee. This can vary between individuals based on their background and experience.

## 1.8.4 Maintaining Training Records.

The EPMO maintains records of training received by each training attendee. Each department manager is responsible to communicate with the EPMO the details of all training conducted in their respective department for each individual. Table 1-2 contains a list of other training related responsibilities as they are applied to specific roles.

Table 1-2: Responsibility Matrix

<i>Symbol Table</i> <i>R: Responsible</i> <i>I: Informed</i> <i>S: Support</i> <i>A: Approved</i>	<i>Department Manager</i>	<i>Department Director</i>	<i>EPMO</i>	<i>Human Resources Dept.</i>
Conduct employee skill assessment.	<b>R</b>	<b>S</b>	<b>S</b>	<b>I</b>
Identify skill deficiencies	<b>R</b>	<b>S</b>	<b>S</b>	<b>S</b>
Develop personalized employee training plan	<b>R</b>	<b>S</b>	<b>S</b>	<b>I</b>
Execute employee-training plan.	<b>S</b>	<b>A</b>	<b>R</b>	<b>I</b>
Coordinate all Department Process Manual Training	<b>S</b>	<b>S</b>	<b>R</b>	<b>I</b>
Coordinate all Department Process Handbook Training	<b>S</b>	<b>S</b>	<b>R</b>	<b>I</b>
Maintain training records	<b>S</b>	<b>S</b>	<b>R</b>	<b>I</b>
Maintain and update the Department Training Plan	<b>R</b>	<b>S</b>	<b>S</b>	<b>I</b>
Identify and evaluate training options for design tool skills	<b>S</b>	<b>S</b>	<b>R</b>	<b>S</b>
Plan department training budgets	<b>R</b>	<b>A</b>	<b>S</b>	<b>I</b>

## 1.8.5 Training Methods

The logistics utilized to deliver the various training programs may vary from course to course. Training can be obtained by a number of different ways. Some of the same information may be contained in part or whole in more than one course. The following is a list of the various ways the training will be provided:

- Internal classes presented by <Organization Name> personnel or contract consultants
- External classes provided by PMI Chapters, PMI Registered Education Providers (REP), or local training providers
- Distance Learning class provided on the Internet by PMI REP's
- Guest speaker workshops

## 1.9 Training Course Development

Development training begins with reviewing the synopsis of the training course to determine if it is still relevant. The course training plan will provide the details required to create the training course if it is to be internal or provide the guidelines for selecting external options. The process steps for developing the courses are as follows:

Step 1: Decide if the course will be offered internally or externally.

- a) Internal course: select course developer <Organization Name> personnel or contract developer

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1. Develop and approve course presentation materials
2. Develop course workbook / handout materials, if required
- b) External course: select PMI® registered education provider (REP) and determine the desired delivery method
  1. E-learning – Internet based self learning
  2. Off-site – delivered by REP at prescheduled locations
  3. In-house – delivered by REP at <Organization Name>

Step 2: Implement schedule and registration process.

## 1.10 Training Course Scheduling / Registration Process

The training course scheduling and registration involves the following steps:

- Step 1: Establish a list of the intended participants for the course if it is to be developed for a specific group of personnel.
- Step 2: Determine the number of training session required and reserve a training room for the date(s) the course will be delivered.
- Step 3: Enter the course information into the EPMO training database.
- Step 4: Send a email message to the intended participants providing information about the course and instructions on how to register.
- Step 5: Send a email message two-days prior to the class to remind the participants.
- Step 6: Print a class sign-in sheet and have the participant's initial it when entering the room.  
The completed list must be turned in to EPMO for their audit files records.
- Step 7: Have participants complete the course evaluation sheet and compile the responses into a summary report. File the report and provide a copy to EPMO for their records.
- Step 8: Complete course completion certificates and email them to the class participants.

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## SECTION 2 – PROJECT MANAGEMENT COMPETENCY DEVELOPMENT

### 2.1 Purpose of Project Management Competency Development

<Organization Name> is shifting its corporate strategy from selling products or services to selling integrated solutions. Ensuring a successful strategic move to becoming a solutions provider will add a great deal of complexity to the company's projects. In some cases, this shift in strategy will drastically change the nature of work people perform and greatly increased the need for expert project management knowledge and skills. Effective employment of project management best practices is a key element in achieving and maintaining a competitive advantage in the global aerospace market.

Projects are only as successful as the people who manage them are. Evaluating project management personnel competencies will enable <Organization Name> to identify individuals who are, or have the potential to become superior project managers, and determine what is needed in the way of training and development to raise performance levels. With project management personnel having superior competency levels, projects are managed more effectively, increasing the probability of success and a higher return on project investment.

Effective employment of project management principles is a key element to achieve, maintain, and improve an organizations maturity. Improving <Organization Name> maturity requires the policies, practices and measures are in place that result in quality integrated into its development. The development of project management skills will enable <Organization Name> to build a team of experienced and trained project managers capable of taking on multiple projects and helping our customers achieve their goals.

Measuring <Organization Name> project management competencies and benchmarking them against recognized project management best practices is the first step in developing an effective Project Management Training Program to achieve the highest level of competency in all areas. This section contains the <Organization Name> competency standard. These guidelines will help to direct <Organization Name> project management personnel in the goal to meet competency standard requirements in all areas.

### 2.2 What is Competence?

In *A GLOBAL APPROACH TO PROJECT MANAGEMENT COMPETENCE*, (AIPM, 1997), Lynn Crawford states:

... Competence is a term which is widely used but which has come to mean different things to different people. It is generally accepted, however, as encompassing knowledge, skills, attitudes and behaviors that are causally related to superior job performance (Boyatzis, 1982). This understanding of competence has been described as *attribute-based inference of competence* (Heywood, Gonczi et al, 1992). To this can be added what is referred to as the *performance-based* approach to competence, which assumes that competence can be inferred from demonstrated performance at pre-defined acceptable standards in the workplace (Gonczi, Hager et al, 1993). The performance-based approach is the basis for what has become known as the Competency Standards Movement that underpins the National Vocation Qualifications in the United Kingdom, the Australian National Competency Standards Framework [linked to the Australian Qualifications Framework] and the

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National Qualifications Framework of the New Zealand Qualifications Authority (NZQA).

<Organization Name> project management competency model is based on a combination of the requirements found in the Project Management Institute's (PMI®) Project Manager Competency Development (PMCD) Framework standard that was published in 2002. The working definition the PMCD used for development of its standard is based on Scott Parry's (1998) definition; a *competency* is a cluster of related *knowledge, attitudes, skills*, and other *personal characteristics*:

- That affects a major part of one's job (i.e., one or more key roles or responsibilities);
- That correlates with performance on the job;
- That can be measured against well-accepted standards;
- That can be improved via training and development; and
- That can be broken down into dimensions of competence.

## 2.3 How will <Organization Name> define its project management competencies?

<Organization Name> project management methodology is based on. PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, which has become the de facto Standard for managing individual projects. Therefore, it is logical that <Organization Name> project management competency model should also be based on another PMI Standard, *Project Management Competency Development (PMCD) Framework*.

The first step in developing a training program that will apply project management best practice principles at the organizational level is to assess the organizations project management competency in order to establish a baseline against which to measure progress. PMI developed the OPM3 (Organizational Project Management Maturity Model) Standard in 2003 to enable organizations like <Organization Name> to reexamine their pursuit of strategic objectives via Best Practices in organizational project management. OPM3 is comprised of three general elements: *Knowledge*, presenting the contents of the Standard; *Assessment*, providing a method for comparison with the Standard; and *Improvement*, setting the stage for possible organizational changes. OPM3 is not prescriptive in that it does not tell <Organization Name> what improvements to make or how to make them. Rather, the intent is simply to offer <Organization Name> a basis that will enable the organization to develop its PMTP to achieve the competency levels it identifies in <Organization Name> project management competency model.

## 2.4 <Organization Name> Project Management Competency Model

Use Template number TMP-16 and 17 found on the authors website at [www.dlballc.com](http://www.dlballc.com) .

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## SECTION 3 - TRAINING PROGRAM COURSE DIRECTORY

### 3.1 TRAINING PROGRAM COURSE DIRECTORY

The PMTP course directory identifies recommended training classes for the target audience identified in Section 1 Table 1-1. The courses identified in this directory are those, which are given or are planned to be given on a recurring basis. All courses are provided on an "on-demand" basis. That is, none of the courses in this directory are presented on a scheduled basis. Further, there may be additional applicable courses sponsored by the EPMO, which are listed separately.

This Course Directory is to be used by the EPMO, department managers and others in identifying training needs and communicating standard courses. This course directory does not address courses provided on a "one-time", unique basis. However, it does identify training, which may be delivered by alternatives to standard classroom "presentations." Such alternative delivery methods include on-the-job training, formal mentoring, videotapes, computer-based training, and similar approaches.

The directory includes both currently available courses and planned courses. Near term needs include the following categories:

- Leadership
- Operating in an project core team
- Introductory avionics concepts and subsystems
- Process training
- *PMBOK® Guide* terminology and processes
- PMP® certification examination preparation

### 3.2 REFERENCES

Documents:

- PMI® Project Management Body of Knowledge (*PMBOK® Guide*) Third Edition
- Project Management Process Manual

<Organization Name> Intranet URLs:

- EPMO training: *enter URL here*
- General training information: *enter URL here*

PMI Internet URL:

- Project Management Institute (PMI®): <http://www.pmi.org/>

### 3.3 TRAINING PROGRAM COURSE DIRECTORY

Table 3-1 contains the list of the training courses that comprise the <Organization Name> PMPT. The numbering of the courses corresponds to the course summary overviews in Section 4 that follows.

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Table 3-1 – Project Management Training Program Course Directory

<i>PROJECT MANAGEMENT TRAINING PROGRAM COURSES</i>					
<i>Core Competency Training 3.1</i>	<i>Process Training 3.2</i>	<i>Skills Training 3.3</i>	<i>Tools Training 3.4</i>	<i>Organization Training 3.5</i>	<i>Project Orientation Training 3.6</i>
3.1.1 Introduction to Project Management	3.2.1 Project Management Integration	3.3.1 Program and Project Leadership	3.4.1 MS Project	3.5.1 Program and Portfolio Management	3.6.1 Project Product Orientation
3.1.2 Introduction	3.2.2 Project Scope Management	3.3.2 Project Requirements Definition	3.4.2 MS Excel	3.5.2 Strategic Planning	3.6.2 Project Customer Orientation
3.1.3 Technical Lead Workshop (Project Management Methodology Overview)	3.2.3 Introduction to Project Schedule Development	3.3.3 Project Negotiation Skills	3.4.3 MS Access	3.5.3 Data Security	3.6.3 Team Building and Chartering
3.1.4 Project Initiation Process Group Processes	3.2.4 Project Cost Management	3.3.4 Project Reporting Requirements		3.5.4 PMP® Certification Exam Preparation	3.6.4 Project History Orientation
3.1.5 Project Planning Process Group Processes	3.2.5 Project Quality Management	3.5.5 Project Estimating		3.5.5 Program Management Office	3.6.5 Project Lessons Learned Orientation
3.1.6 Project Execution Process Group Processes	3.2.6 Project Human Resource Management				3.6.6 Project Management Plan Orientation
3.1.7 Project Monitoring & Controlling Process Group Processes	3.2.7 Project Communications Management				
3.1.8 Project Closing Process Group Processes	3.2.8 Project Risk Management				
3.1.9 Integrated Change Management	3.2.9 Project Procurement Management				
	3.2.10 Project Earned Value Management				
	3.2.11 Baseline Change Management Process Training				

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**Table 3-2 - Courses Recommended by Job Categories**

Course Number	<p><u>Symbol Key:</u>  <i>X = required course</i>  <i>Blank = optional; could be required depending on job assignment and project phase</i></p> <p><u>Course Codes:</u>  <i>A = currently available via internal source</i>  <i>E = available via external source</i>  <i>P = planned course</i>  <i>M = available via mentoring</i></p> <p><i>Course Name</i></p>	Course Code	AUDIENCE							
			General Population	Project Administrators	Project Team Members	Eng. Project Managers	Program Managers	Technical Leaders	Department Managers	Executive Management
	<b>CORE COMPETENCY TRAINING COURSES</b>									
3.1.1	Introduction to Project Management	A	X							X
3.1.2	Introduction	P		X	X	X	X	X	X	
3.1.3	Tech Lead Workshop	A		X	X		X	X	X	X
3.1.4	Project Initiation Process Group Processes	P		X	X	X	X	X		
3.1.5	Project Planning Process Group Processes	P		X	X	X	X	X		
3.1.6	Project Execution Process Group Processes	P		X	X	X	X	X		
3.1.7	Project Monitoring & Controlling Process Group Processes	P		X	X	X	X	X		
3.1.8	Project Closing Process Group Processes	P		X	X	X	X	X		
3.1.9	Integrated Change Management	P		X	X	X	X	X	X	
	<b>PROCESS TRAINING COURSES</b>									
3.2.1	Project Management Integration	P		X	X	X	X	X		
3.2.2	Project Scope Management	P		X	X	X	X	X		
3.2.3	Introduction to Project Schedule Development	A		X	X	X	X	X		
3.2.4	Project Cost Management	P		X	X	X	X	X		
3.2.5	Project Quality Management	P		X	X	X	X	X		
3.2.6	Project Human Resource Management	P		X	X	X	X	X		
3.2.7	Project Communications Management	P		X	X	X	X	X		
3.2.8	Project Risk Management	P		X	X	X	X	X		
3.2.9	Project Procurement Management	P		X	X	X	X	X		
3.2.10	Project Earned Value Management	P		X	X	X	X	X	X	
3.2.11	Baseline Change Management Process	P		X	X	X	X	X	X	
	<b>SKILLS TRAINING COURSES</b>									
3.3.1	Program and Project Leadership[	P			X	X	X	X	X	X
3.3.2	Project Requirements Development	P			X	X	X	X	X	X
3.3.3	Project Negotiation	P			X		X	X	X	X
3.3.4	Project Reporting Requirements	P			X	X	X	X	X	X
3.3.5	Project Estimating	P			X	X	X	X	X	X
	<b>TOOLS TRAINING COURSES</b>									
3.4.1	MS Project	A	X	X	X	X	X	X	X	X
3.4.2	MS Excel	A	X	X	X	X	X	X	X	X
3.4.3	MS Access	A	X	X	X	X	X	X	X	X
	<b>ORGANIZATION TRAINING COURSES</b>									
3.5.1	Program and Portfolio Management	P					X		X	X
3.5.2	Strategic Planning	P					X		X	X
3.5.3	Data Security	P	X	X	X	X	X	X	X	X
3.5.4	PMP® Certification Exam Preparation	A				X	X			
3.5.5	Program Management Office	P		X		X	X		X	X
	<b>PROJECT ORIENTATION TRAINING COURSES</b>									

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Course Number	<u>Symbol Key:</u> <i>X = required course</i> <i>Blank = optional; could be required depending on job assignment and project phase</i>  <u>Course Codes:</u> <i>A = currently available via internal source</i> <i>E = available via external source</i> <i>P = planned course</i> <i>M = available via mentoring</i>  <i>Course Name</i>	Course Code	AUDIENCE							
			General Population	Project Administrators	Project Team Members	Eng. Project Managers	Program Managers	Technical Leaders	Department Managers	Executive Management
3.6.1	Project Product Orientation	P		X	X	X	X	X		
3.6.2	Project Customer Orientation	P		X	X	X	X	X		
3.6.3	Team Building and Chartering	P		X	X	X	X	X		
3.6.4	Project History Orientation	P		X	X	X	X	X		
3.6.5	Project Lessons Learned Orientation	P		X	X	X	X	X		
3.6.6	Project Management Plan Orientation	P		X	X	X	X	X		
	MISCELLANEOUS COURSES									
	Development Work Flow	P								
	Lean Process Development	P								



# Project Management Training Program

## SECTION 4 – TRAINING COURSE SYNOPSIS

The course synopsis numbering in this section corresponds to the number scheme in Table 3-1 in Section 3.

### CORE COMPETENCY TRAINING COURSES

#### 3.1.1 Introduction to Project Management

Purpose	Provide an overview of project management and it's the benefits.
Knowledge Objectives	Establish enterprise-wide familiarity with the Project Management Institute.
Learning Objectives	Establish enterprise-wide familiarity with project management as a profession.
Assessment Method	General awareness of PMI and the benefits of project management.
Prerequisite	None
Topics Covered	Introduction to PMI and project management benefits
Course Length	N/A
Logistics	<Organization Name> containing PMI presentation
Class Size	N/A
Facilities & Equipment	N/A
Course Materials	2004 PMI Corporate Presentation
Reference	N/A
Facilitator	Self-Learning

#### 3.1.2 Introduction

Purpose	Describe the project management process standard. This course is intended to answer the question "What are the project management process standards?"
Knowledge Objectives	Obtain enterprise-wide support to establish the use of project management best practices as a core competency.
Learning Objectives	Institute a consistent use of the project management methodology
Assessment Method	Demonstrate effective application of the methodology to manage projects.
Prerequisite	PMP® Certification
Topics Covered	<p>The PM will gain an appreciation for and how it aids the project manager throughout the project lifecycle. Topics covered include:</p> <ul style="list-style-type: none"> <li>• How reflects the basic phases of a project</li> <li>• Identification modules describing project planning and execution</li> <li>• How reflects the iterative nature and interconnectivity of project activities</li> <li>• How interpret summary diagrams and task descriptions</li> <li>• Where to find on the intranet</li> <li>• Identification and location of associated handbooks</li> <li>• How to use handbooks in conjunction with</li> </ul>
Course Length	One day
Logistics	Held quarterly or when deemed appropriate
Class Size	10 Minimum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Manual
Reference	PMBOK® Guide
Facilitator	Senior project manager or program manager

# Project Management Training Program

## 3.1.3 Tech Lead Workshop (Project Management Methodology Overview)

Purpose	Provide basic project management knowledge training for <Organization Name> project personnel, especially technical leads.	
Knowledge Objectives	The learning strategy of this training is for the participants to: <ul style="list-style-type: none"> <li>• Become familiar with Project Management Institute (PMI®) <i>PMBOK® Guide</i> terminology and processes,</li> <li>• Become familiar with and other project management process handbooks,</li> <li>• Increased understanding of the roles and responsibilities of project team members and department managers, and</li> <li>• Appreciate &lt;Organization Name&gt; growing role as a project provider.</li> </ul>	
Learning Objectives	Achieve practical knowledge of the <i>PMBOK® Guide</i> and processes.	
Assessment Method	Demonstrate effective application of the methodology to manage projects.	
Prerequisite	Basic knowledge of project management	
Topics Covered	Day One: Introduction of the Project Management Institute (PMI®) processes contained in the <i>PMBOK® Guide –Third Edition</i> .	Day Two: Review of <Organization Name> processes that emphasize the following topics: <ul style="list-style-type: none"> <li>• Earned value</li> <li>• Schedule basics</li> <li>• Integrated change control</li> <li>• Change control process</li> <li>• Risk management</li> <li>• Scope management</li> <li>• Communications management</li> </ul> Review the issues related to solution provider roles
Course Length	Two Days	
Logistics	Held quarterly or when deemed appropriate	
Class Size	12-24 maximum	
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector	
Course Materials	Course workbook contain presentation and handouts	
Reference	<i>PMBOK® Guide</i> and training slides	
Facilitator	Qualified project management trainer	

## 3.1.4 Project Initiation Process Group Processes

Purpose	Provide a broad overview of the initiating process for new project manager or candidate project manager.
Knowledge Objectives	The objective of this training is to provide the project manager with an understanding of how to: <ul style="list-style-type: none"> <li>• Obtain organizational commitment for the project</li> <li>• Set up funding for planning and initial start-up activities</li> </ul>
Learning Objectives	The learning objective of this training is to provide the project manager with an understanding of how to: Identify core team members and prepare and open a start-up statement of work.
Assessment Method	Consistent development of project core teams and properly completed start-up statement of work.
Prerequisite	3.1.2 Introduction
Topics Covered	The goal of this training is to provide the project manager with an understanding of how <Organization Name> manages the following major initiating processes: <u>Preparation of the Start-up statement of work</u> <ul style="list-style-type: none"> <li>• The start-up statement of work is prepared in accordance with the standard project</li> </ul>

# Project Management Training Program

	<p>management processes</p> <ul style="list-style-type: none"> <li>The start-up statement of work is intended to cover initial start-up tasks and the final scope statement is issued when the project management plan is approved</li> <li>The start-up statement of work shall include funding for the following: <ul style="list-style-type: none"> <li>Program planning, including the project management plan</li> <li>Preparation of the final scope statement</li> <li>Funding for project tasks that are required to start prior to the final scope statement release (e.g. ordering long lead parts, special test equipment, starting the requirements definition process)</li> </ul> </li> </ul> <p><u>Identify participants for the core project team</u>  The core project team is responsible for the planning and managing of the execution of the project</p>
Course Length	4 Hours
Logistics	Held quarterly or when deemed appropriate
Class Size	12-24 maximum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Presentation copies
Reference	<i>PMBOK® Guide</i> : Chapter 3, Section 3.3.1 : Initiating Processes
Facilitator	Qualified project management trainer

## 3.1.5 Project Planning Process Group Processes

Purpose	Project management process training course to provide a broad overview of the project planning process
Knowledge Objectives	<p>The objective of this training is to provide the project manager with an understanding of how to define:</p> <ul style="list-style-type: none"> <li>Project scope</li> <li>Project activities</li> <li>Resources</li> <li>Constraints</li> </ul>
Learning Objectives	The planning activity of project management involves leading the core project team in the planning of all phases of the project while recognizing that each core team member contributes a unique perspective to the team
Assessment Method	Consistent development of effective project management plans
Prerequisite	3.1.2 Introduction
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of how to manage the following major planning processes:</p> <ul style="list-style-type: none"> <li>Plan preliminary baseline</li> <li>Define project work breakdown structure</li> <li>Plan communication and technical coordination</li> <li>Plan project schedule baseline</li> <li>Develop resource plan</li> <li>Plan risk management</li> <li>Metrics planning</li> <li>Plan baseline change management</li> <li>Plan problem report system</li> <li>Plan subcontracts</li> <li>Plan cost baseline</li> <li>Write project management plan</li> </ul>
Course Length	One day
Logistics	Held quarterly or when deemed appropriate
Class Size	12-24 maximum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Presentation copies
Reference	<i>PMBOK® Guide</i> - Chapter 3, Section 3.3.2 : Planning Processes
Facilitator	Qualified project management trainer

# Project Management Training Program

## 3.1.6 Project Execution Process Group Processes

Purpose	Project management process training course to provide a broad overview of the executing processes.
Knowledge Objectives	The objective of this training is to provide the project manager with an understanding of how to: Execute the approved final scope statement
Learning Objectives	The project management executing process defines the project manager role with the project core team in executing all phases of the project. It also describes the core team members' work as a cohesive team in executing the project in accordance with the approved project management plan.
Assessment Method	Consistent and effective implementation of the final scope statement and its deliverables.
Prerequisite	3.1.2 Introduction
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of how to manage the following major executing processes:</p> <ul style="list-style-type: none"> <li>▪ Prepare/maintain project statement of work</li> <li>▪ Manage customer and internal communication</li> <li>▪ Manage technical coordination</li> <li>▪ Manage schedule and cost</li> <li>▪ Manage project resources</li> <li>▪ Manage risk</li> <li>▪ Manage metrics</li> <li>▪ Manage subcontracts</li> <li>▪ Revise project management plan</li> </ul>
Course Length	One days
Logistics	Held quarterly or when deemed appropriate
Class Size	12-24 maximum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Presentation copies
Reference	<i>PMBOK® Guide</i> - Chapter 3, Section 3.3.3 & 3.3.4 : Executing and Controlling Processes
Facilitator	Qualified project management trainer

## 3.1.7 Project Monitoring & Controlling Process Group Processes

Purpose	Project management process training course to provide a broad overview of the monitoring & controlling processes.
Knowledge Objectives	<p>The objective of this training is to provide the project manager with an understanding of how to:</p> <ul style="list-style-type: none"> <li>▪ Monitor performance vs. the approved plan</li> <li>▪ Take corrective action to realign performance with the approved plan</li> </ul>
Learning Objectives	The project management monitoring and controlling process defines the project manager role with the project core team in executing all phases of the project. It also describes the team member's work as a cohesive team in executing the project in accordance with the approved project management plan.
Assessment Method	Consistent and effective implementation of the project monitoring and controlling processes.
Prerequisite	3.1.2 Introduction
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of how to manage the following major monitoring and controlling processes:</p> <ul style="list-style-type: none"> <li>▪ Integrated change management (problem reports, action itmes, baseline change requests)</li> <li>▪ Revised project management plan</li> <li>▪ Process improvement recommendations and lessons learned.</li> </ul>
Course Length	One day
Logistics	Held quarterly or when deemed appropriate
Class Size	12-24 maximum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Presentation copies

# Project Management Training Program

Reference	<i>PMBOK® Guide</i> - Chapter 3, Section 3.3.3 & 3.3.4 : Executing and Controlling Processes
Facilitator	Qualified project management trainer

## 3.1.8 Project Closing Process Group Processes

Purpose	Project management processes training course to provide a broad overview of the closing processes.
Knowledge Objectives	The objective of this training is to provide the project manager with an understanding of how to document project results to formalize acceptance of the product of the project by the sponsor or customer.
Learning Objectives	The project management closedown process defines the project manager role with the project core team in closing all phases of the project. It also describes the team members' work as a cohesive team in collecting project records to ensure that they reflect final specifications, analyzing project success, effectiveness, and lessons learned, and archiving such information for future use.
Assessment Method	Consistent and effective implementation of the project closing processes.
Prerequisite	3.1.2 Introduction
Topics Covered	The goal of this training is to provide the project manager with an understanding of how to manage the following major closedown processes: <ul style="list-style-type: none"> <li>▪ Performance reviews</li> <li>▪ Variance analysis</li> <li>▪ Trend analysis</li> <li>▪ Earned value analysis</li> <li>▪ Information distribution</li> <li>▪ Project reports</li> <li>▪ Project presentations</li> </ul>
Course Length	One day
Logistics	Held quarterly or when deemed appropriate
Class Size	12-24 maximum
Facilities & Equipment	Class room lecture set-up with laptop and LCD projector
Course Materials	Presentation copies
Reference	<i>PMBOK® Guide</i> - Chapter 10, Section 10.4 : Close Down Project Processes
Facilitator	Qualified project management trainer

## 3.1.9 Integration Change Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	3.1.2 Introduction
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

# Project Management Training Program

## PROCESS TRAINING COURSES

### 3.2.1 Project Management Integration

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	3.1.2 Introduction
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.2.2 Project Scope Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	3.1.2 Introduction
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.2.3 Project Introduction to Project Schedule Development

Purpose	One of <Organization Name> business goals is to establish a best-practice process for project schedule development as a core competency..
Knowledge Objectives	Developing effective project schedules is a critical factor in completing projects on time and within budget that not only meet our customers objectives but exceed their expectations
Learning Objectives	<p>The learning objectives for the class is to:</p> <ul style="list-style-type: none"> <li>• Improve the project management knowledge and skill level of &lt;Organization Name&gt; engineering personnel in the development of project schedules</li> <li>• Improve the development of effective project schedules that result in more successful and profitable projects.</li> <li>• Establish a consistent use of a common process that facilitates improved metrics tracking that facilitates process improvements.</li> <li>• Improve the organization's project management maturity level in all areas.</li> </ul>
Assessment Method	Consistent use of the common process to develop effective project management schedules.
Prerequisite	3.1.2 Introduction

# Project Management Training Program

Topics Covered	<p>The class information includes:</p> <ul style="list-style-type: none"> <li>• Project requirements gathering to prepare for schedule development</li> <li>• Project schedule development roles and responsibilities</li> <li>• Using the &lt;Organization Name&gt; standard WBS and WBS dictionary to develop project schedules</li> <li>• &lt;Organization Name&gt; standard seven step schedule development process</li> <li>• Guidelines establishing activity duration limits</li> <li>• Guidelines establishing rolling wave planning cycle periods</li> <li>• Schedule control using the Integrated Change Management System</li> <li>• Hands-on exercises using the &lt;Organization Name&gt; WBS template</li> <li>• Discussions regarding the use of project management tools</li> </ul>
Course Length	One day
Logistics	Held quarterly or when deemed appropriate
Class Size	3 minimum and 10 maximum
Facilities & Equipment	Computer training room
Course Materials	Class room lecture set-up with laptop and LCD projector
Reference	PMBOK® Guide - Chapter 6
Facilitator	Qualified project management trainer

## 3.2.4 Project Cost Management

Purpose	Introductory project management course to provide a broad overview of project cost Management
Knowledge Objectives	The objective of this training is to provide the project manager with an understanding of how <Organization Name> manages a project to ensure completion within the approved budget
Learning Objectives	
Assessment Method	
Prerequisite	3.1.2 Introduction
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of how &lt;Organization Name&gt; manages the following major cost processes:</p> <ul style="list-style-type: none"> <li>• <i>Resource Planning</i> - determining what resources and what quantities of each should be used to perform project activities</li> <li>• <i>Cost Estimating</i> – developing an estimate of the cost of the resources needed to complete the project activities</li> <li>• <i>Cost Budgeting</i> – allocating the overall cost estimate to individual work items</li> <li>• <i>Cost Control</i> – controlling changes to the project budget</li> </ul>
Course Length	One day
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	PMBOK® Guide - Chapter 7
Facilitator	Qualified project management trainer

## 3.2.5 Project Quality Management

Purpose	Introductory project management course to provide a broad overview of project quality management
Knowledge Objectives	The objective of this training is to provide the project manager with an understanding of how <Organization Name> manages a project to ensure that the development is compliant with the quality policy objectives and responsibilities, and how to implements these policies within the <Organization Name> quality system
Learning Objectives	

# Project Management Training Program

Assessment Method	
Attendees	Any new project manager and project manager candidate
Prerequisite	Basic knowledge of product development life cycle
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of how &lt;Organization Name&gt; manages the following major quality processes:</p> <ul style="list-style-type: none"> <li>• <i>Quality Planning</i> - identifying which quality standards are relevant to the project and determining how to satisfy them</li> <li>• <i>Perform Quality Assurance</i> – evaluating the overall project performance regularly to provide confidence that the project will satisfy the relevant quality standards</li> <li>• <i>Perform Quality Control</i> – monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance</li> </ul>
Course Length	4 Hours
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	<i>PMBOK® Guide</i> - Chapter 8
Facilitator	Qualified project management trainer

## 3.2.6 Project Human Resource Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.2.7 Project Communications Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer



# Project Management Training Program

## 3.2.8 Project Risk Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.2.9 Project Procurement Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.2.10 Project Earned Value Management

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.2.11 Baseline Change Management Process Training

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	

## Project Management Training Program

Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

# Project Management Training Program

## SKILLS TRAINING COURSES

### 3.3.1 Program and Project Leadership

Purpose	A workshop for <Organization Name>project manager's and department managers to discuss/refine/define the organization's goals and approach for achieving project management process discipline. A key issue in the workshop will be the presentation of the project manager process improvement goals. These goals and policy have provided the foundation for defining the process improvement approach. The purpose of the workshop is to achieve consensus among the <Organization Name> project management leadership regarding improvement goals, the approach that will be taken to achieve them, and particularly the roles and responsibilities of the managers to ensure success of this initiative. The workshop is geared toward ensuring a common understanding of the process improvement initiatives.
Knowledge Objectives	<ul style="list-style-type: none"> <li>• Achieve consensus on &lt;Organization Name&gt;project management and executive management goals</li> <li>• Achieve consensus on the &lt;Organization Name&gt;project management policy</li> <li>• Identify (a) general approach for implementing the policy and achieving the goals</li> <li>• Identify the necessary infrastructure (roles and responsibilities) for successfully managing the initiative</li> <li>• Identify the management functions that are critical in supporting and monitoring</li> </ul>
Learning Objectives	
Assessment Method	
Prerequisite	None
Topics Covered	<ul style="list-style-type: none"> <li>• &lt;Organization Name&gt; project management goals</li> <li>• &lt;Organization Name&gt; project management policy</li> <li>• Project management standards approaches</li> <li>• Improvement infrastructure</li> <li>• Management functions</li> </ul>
Course Length	1 hour
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.3.2 Project Communications and Security

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	Qualified project management trainer
Reference	
Facilitator	

# Project Management Training Program

## 3.3.3 Project Requirements Development

Purpose	Introductory project management course to providing a broad overview of project reporting
Knowledge Objectives	The objective of this training is to provide the EPM with an understanding of how <Organization Name> collects and disseminates performance information including status reporting, progress measurements and forecasting.
Learning Objectives	
Assessment Method	
Prerequisite	Basic knowledge communication management
Topics Covered	<p>The goal of this training is to provide the project manager with an understanding of the processes &lt;Organization Name&gt; uses to prepare and report on project performance including C/SCS:</p> <ul style="list-style-type: none"> <li>• <i>Management Reviews</i> - Monthly program reviews by senior management. Chaired by Project Management VP and supported by line management.</li> <li>• <i>Program Reviews</i> – Weekly or bi-weekly, chaired by program director with the participation of and program manager contracts, department management, project manager</li> <li>• <i>Project Reviews</i> – Weekly, chaired by program manager with the participation of project manager, project administration, technical leads and QA</li> </ul>
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.3.4 Project Negotiation Skills

Purpose	To provide project managers with skills to negotiate effectively in order to achieve a desired agreement.	
Knowledge Objectives	Build project manager skill in negotiating by teaching strategies, tactics, techniques, and psychological insights that provide people the tools to make better win-win agreements.	
Learning Objectives	All project managers	
Assessment Method		
Prerequisite		
Topics Covered	<ul style="list-style-type: none"> <li>• Sticking to your game plan</li> <li>• You have more power than you think</li> <li>• Better agreements right now</li> <li>• You can't hit target you never set</li> <li>• Using your strengths</li> <li>• Some tips from the competition</li> <li>• Traps and tactics</li> </ul>	<ul style="list-style-type: none"> <li>• Countermeasures</li> <li>• Dealing with deadlocks – you win</li> <li>• Guarding against tricks</li> <li>• Subtleties</li> <li>• Your helpful concessions: why they can hurt you</li> <li>• Gaining successful agreements and keeping them</li> </ul>
Course Length	2 days	
Logistics		
Class Size		
Facilities & Equipment		
Course Materials		
Reference		
Facilitator	Qualified project management trainer	

# Project Management Training Program

## 3.3.5 Project Estimating

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## TOOLS TRAINING COURSES

### 3.4.1 MS Project

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.4.2 MS Excel

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.4.5 MS Access

Purpose	
Knowledge Objectives	

# Project Management Training Program

Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## ORGANIZATIONAL TRAINING COURSES

### 3.5.1 Program and Portfolio Management

Purpose	Become familiar with program management processes. This course is intended to answer the questions “How does a program differ from a project?” and “How is program portfolio management accomplished at <Organization Name>?”
Knowledge Objectives	The student will gain a familiarization with project portfolio management concepts and how to relate specifically to <Organization Name> program management processes.
Learning Objectives	All program managers, department manager, group managers, and other stakeholders outside sources who contribute to the project management process or receive project products.
Assessment Method	None
Prerequisite	The student will gain familiarity with project portfolio management concepts including: <ul style="list-style-type: none"> <li>• The differences between programs and projects</li> <li>• Alignment of programs and projects with &lt;Organization Name&gt; strategic objectives</li> <li>• Appreciation of &lt;Organization Name&gt; growing roll as a Tier-one Solution Provider</li> <li>• Program management role and responsibilities</li> <li>• Where to find out more about the program management process</li> <li>• Expectations that a project has of various department activities</li> </ul>
Topics Covered	2 hours
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

### 3.5.2 Strategic Planning

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	

# Project Management Training Program

Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.5.3 Data Security

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	

## 3.5.4 PMP® Certification Exam Preparation

Purpose	
Knowledge Objectives	
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## 3.5.5 Program Management Office

Purpose	Become familiar with program management processes. This course is intended to answer the questions “How does a program differ from a project?” an “How is program portfolio management accomplished at <Organization Name>?”
Knowledge Objectives	The student will gain a familiarization with project portfolio management concepts and how to relate specifically to <Organization Name> program management processes.
Learning Objectives	
Assessment Method	
Prerequisite	None
Topics Covered	<p>The student will gain familiarity with project portfolio management concepts including:</p> <ul style="list-style-type: none"> <li>• The differences between programs and projects</li> <li>• Alignment of programs and projects with &lt;Organization Name&gt; strategic objectives</li> <li>• Appreciation of &lt;Organization Name&gt; growing roll as a Tier-one Solution Provider</li> <li>• Program management role and responsibilities</li> <li>• Where to find out more about the Program Management process</li> <li>• Expectations that a project has of various department activities</li> </ul>
Course Length	2 hours

# Project Management Training Program

Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Qualified project management trainer

## PROJECT ORIENTATION TRAINING COURSES

### 3.6.1 Project Product Orientation

Purpose	To introduce and familiarize the project manager with the product or system.
Knowledge Objectives	The objective is to provide a technical overview of the products use, performance requirements, design characteristics and cost estimate basis.
Learning Objectives	
Assessment Method	
Prerequisite	
Topics Covered	<p>The goal is to provide the project manager a good top level understanding of the product and how it was proposed and should include the following:</p> <ul style="list-style-type: none"> <li>• A review of the product specification and SOW</li> <li>• A review of all proposal volumes</li> <li>• Documentation map</li> </ul>
Course Length	2 Hours
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Technical proposal author and product cost estimating manager

### 3.6.2 Project Customer Orientation

Purpose	Provide a newly assigned project manager an overview of the customer
Knowledge Objectives	The objective of the training is to familiarize the project manager with customer expectations, culture and organization.
Learning Objectives	
Assessment Method	
Prerequisite	The topics to be covered are to provide the project manager detailed familiarity of the customer and should include the following:
Topics Covered	<ul style="list-style-type: none"> <li>• Customer expectations</li> <li>• Customer program organization</li> </ul> <ul style="list-style-type: none"> <li>• Customer organizational culture</li> <li>• Map to customer correspondence</li> </ul>
Course Length	2 Hours
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	



# Project Management Training Program

Facilitator	Program manager and/or marketing manager/ contracts manager
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## 3.6.3 Project Team Building and Chartering

Purpose	To provide a new project team with the basic skills and concepts required for effective team start-up and initial operations.	
Knowledge Objectives	Participants will have an opportunity to clarify the roles and responsibilities of the team members, establish procedures to meet communication needs identify team boundaries, generate team norms and establish decision-making responsibilities and processes.	
Learning Objectives		
Assessment Method		
Prerequisite		
Topics Covered	<ul style="list-style-type: none"> <li>• Roles and responsibilities of team members</li> <li>• Procedures to meet communication needs</li> <li>• Identifying team boundaries</li> </ul>	<ul style="list-style-type: none"> <li>• Generating team norms</li> <li>• Decision-making responsibilities and processes</li> </ul>
Course Length	4 hours	
Logistics		
Class Size		
Facilities & Equipment		
Course Materials		
Reference		
Facilitator	Senior project manager	

## 3.6.4 Project History Orientation

Purpose	A newly assigned project manager to an ongoing project requires a historically overview of the project to assure project continuity.	
Knowledge Objectives	A good understanding of the projects history	
Learning Objectives	Newly assigned project manager to an ongoing project	
Assessment Method	None	
Prerequisite		
Topics Covered	<ul style="list-style-type: none"> <li>• Review of project reports</li> <li>• Review of scope statement and amendments</li> <li>• Review of project constraints and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Review project performance against the project management plan</li> <li>• Change history</li> </ul>
Course Length	4 Hours	
Logistics		
Class Size	Program manager	
Facilities & Equipment		
Course Materials		
Reference		
Facilitator		

# Project Management Training Program

## 3.6.5 Project Lessons Learned Orientation

Purpose	To provide feedback to the project manager for improved planning and execution of subsequent projects
Knowledge Objectives	Build project manage skill in project planning and execution by analyzing completed projects and determining what could have be done differently to achieve a better outcome.
Learning Objectives	
Assessment Method	None
Prerequisite	
Topics Covered	Each project should be analyzed for area that could apply lessons learned to future programs and should consider the followings: <ul style="list-style-type: none"> <li>• Planning</li> <li>• Execution</li> <li>• Technical</li> <li>• Schedule</li> <li>• Cost</li> <li>• Change management</li> </ul>
Course Length	
Logistics	
Class Size	
Facilities & Equipment	
Course Materials	
Reference	Closing Report
Facilitator	Senior project manager

## 3.6.6 Project Management Plan Orientation

Purpose	Describe the project management plan. This course is intended to answer the question “How can I make the project management plan work for me?”
Knowledge Objectives	The student will gain a familiarity with the project management plan requirements including the stage gate checklist and related handbooks.
Learning Objectives	
Assessment Method	
Prerequisite	Project management introduction training
Topics Covered	Topics covered include: <ul style="list-style-type: none"> <li>• Learning the location of the project management plan and stage gate checklist, plan template and handbooks</li> <li>• Tailoring the project planning process using the project management plan and stage gate checklist</li> <li>• Understanding the project management plan approval process</li> <li>• Understanding the relationship between the project management plan and the core team detailed work plans</li> <li>• Understanding how to engage the full core team in the project management plan development</li> <li>• Understanding how to identify and communicate risks in the project management plan appropriately</li> <li>• Understanding the relationship of the project management plan to project scope statement</li> <li>• Understanding the relationship of the project management plan to the standard WBS</li> <li>• Reviewing actual project management plan examples</li> </ul>
Course Length	4 hours
Logistics	

# Project Management Training Program

Class Size	
Facilities & Equipment	
Course Materials	
Reference	
Facilitator	Senior project manager